

RPC Faculty Senate Report

RII discussed with us in RPC, Shared Governance of the Core Facilities and created a Steering Committee whose first meeting's notes are attached. RPC is very hopeful that we're moving in a positive direction toward Shared Governance regarding the Core Facilities.



THE UNIVERSITY OF ARIZONA
Research
Innovation & Impact

RII Core Facilities: Planning for the Future

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RII Core Facilities



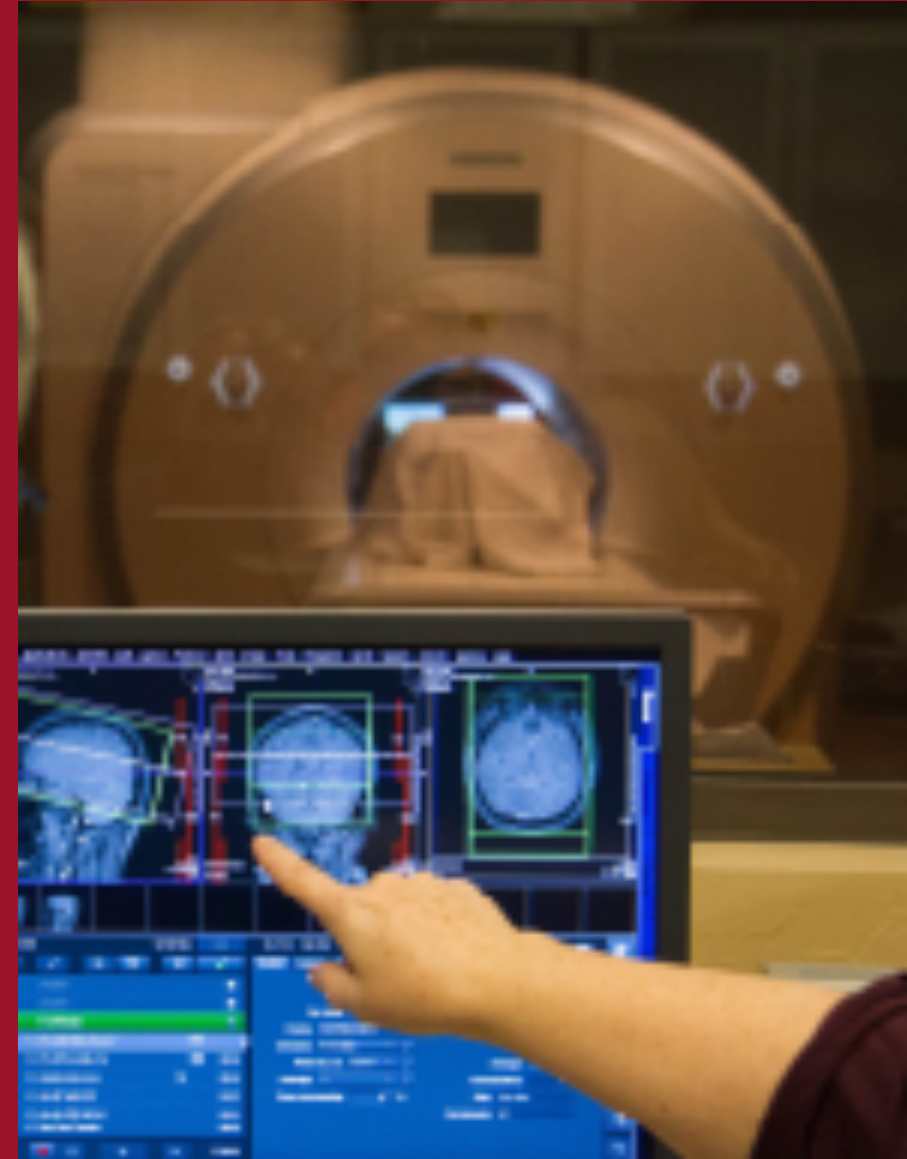
THE CHALLENGES

OPERATIONS & MANAGEMENT disjointed organizational and governance structure; lack of established operational policies, practices, or entrepreneurial mindset.

REVIEW & EVALUATION lack of transparency and faculty shared governance of operational practices, financial accountability, performance metrics, establishment/sunsetting of facilities.

STRATEGIC & SUSTAINABLE FUNDING lack of coordinated, institutional strategic prioritization and investment decision-making resulting in redundancy, under-utilization, aging infrastructure, reactive capital investments, and faculty working autonomously.

IDENTITY & COMMUNICATIONS limited engagement between core staff, faculty, investigators and RII; lack of mechanisms to showcase innovation and success, marketing of services, customer discovery, student engagement, all resulting in diminished trust.



RII Core Facilities



PURPOSE & OBJECTIVES

Support and enable UArizona's research mission through:

RESEARCH enabling investigators to be at the forefront of their fields through centralized state-of-the-art instrumentation, specialized services, and expert consultation not available elsewhere on campus and, in many cases, within the region.

EDUCATION training students, faculty, and staff in cutting-edge capabilities and for high-tech workforce preparation.

COLLABORATION creating an interdisciplinary network of facilities throughout campus for faculty, researchers and students from different departments and colleges as well as scientists in government and industry.

SUSTAINABILITY managing complex facilities that are operationally efficient, comply with university, state and federal policies, require a balanced financial model of recharge revenue and institutional subsidies, and are accountable to a transparent, data-driven, review process.

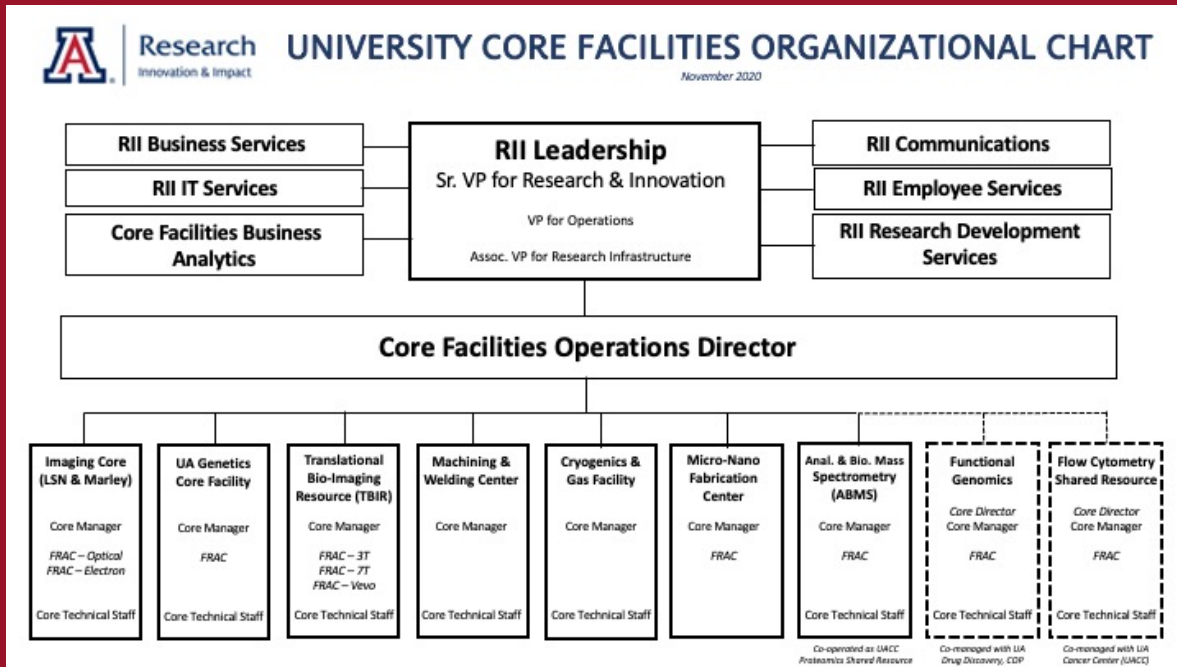


RII Core Facilities



ACTION PLAN

OPERATIONS & MANAGEMENT disjointed organizational and governance structure; lack of established operational policies, practices, or entrepreneurial mindset.

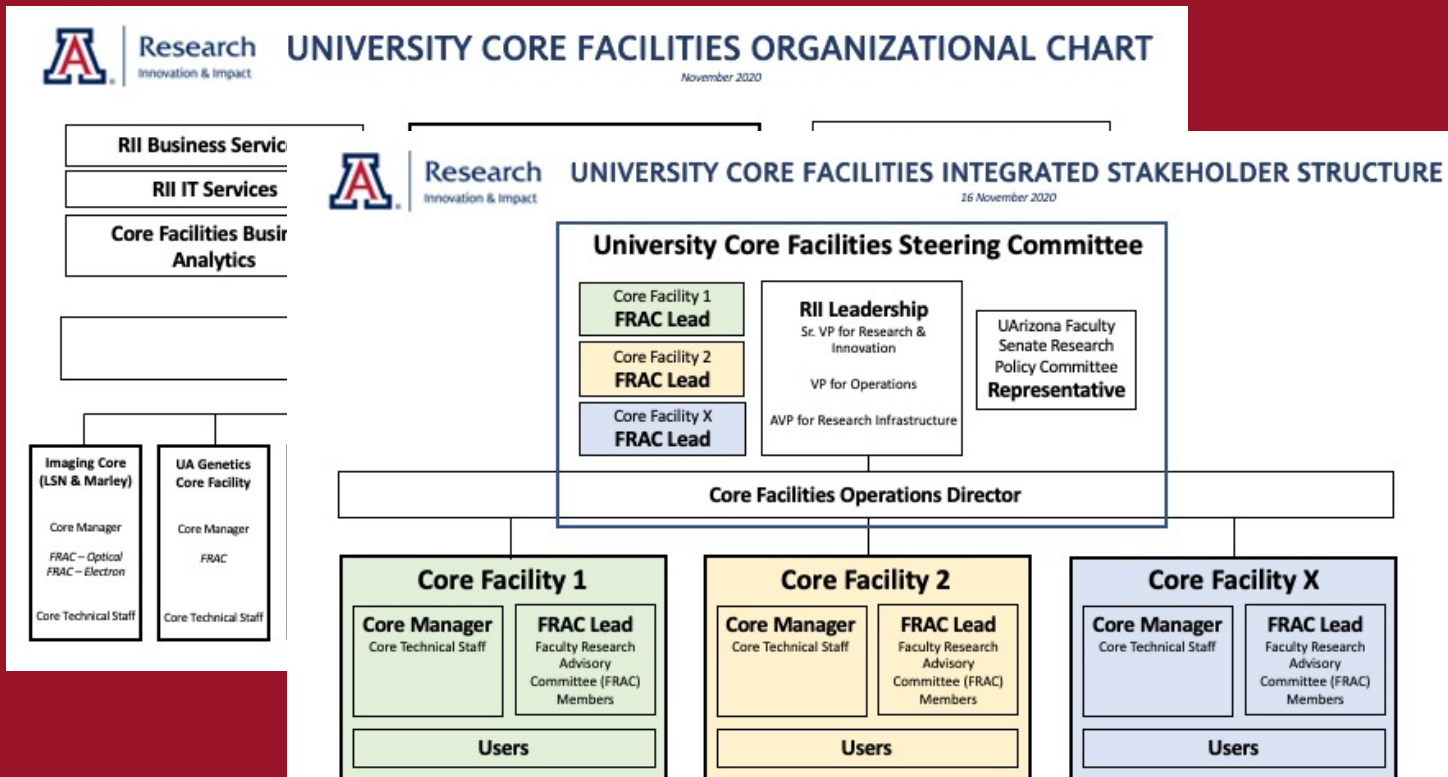


RII Core Facilities



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RII Core Facilities



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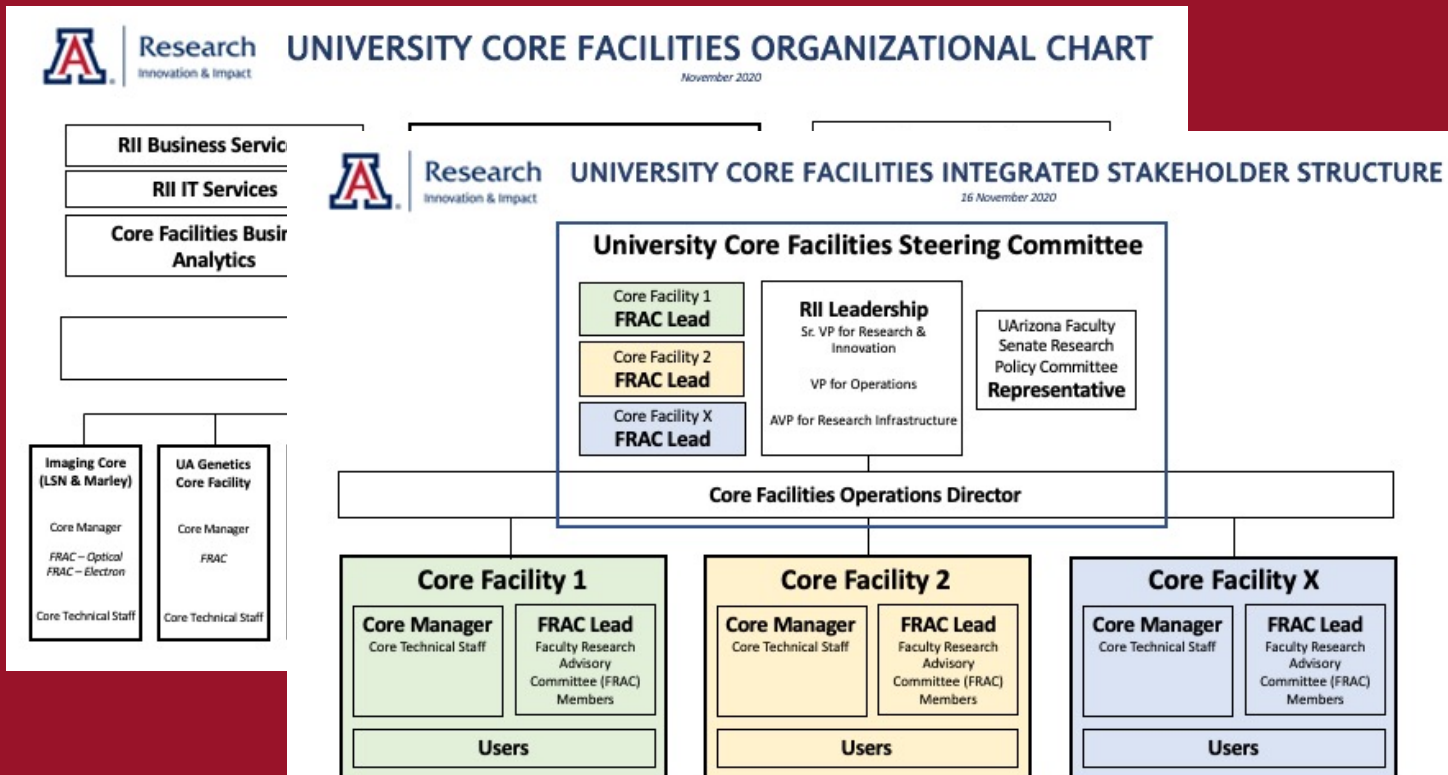
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University Core Facilities Governance Policy

Roles, Responsibilities and Guidance for Administration & Management

Last updated
24 November 2020



RII Core Facilities



ACTION PLAN

OPERATIONS & MANAGEMENT disjointed organizational and governance structure; lack of established operational policies, practices, or entrepreneurial mindset.

Faculty Research Advisory Committees (FRACs)

- Represents collective interests of research community.
- Guides scientific direction of Core in partnership with RII Leadership.
- Advocates for the Core and leads research teams in funding instrumentation proposals for the Core.
- Reviews and advises on operational & financial management of Core.
- Meets quarterly and convened by FRAC Lead.

Core Managers

- Oversees day-to-day operations and compliance of Cores.
- Works in partnership with FRAC to guide & implement scientific direction.
- Prepares annual business plan/performance goals in partnership w/stakeholders.
- Reports to Operations Director.

Operations Director

- Oversees operational and budget management of entire RII Core system.
- Coordinates integrated stakeholder structure to advocate strategic direction and resources.
- Facilitates Annual Review process.
- Reports to RII Leadership.

RII Leadership

- Defines overarching vision and strategic direction for UA research.
- Provides executive oversight informed by shared governance model of decision-making and annual review.

RII Core Facilities



ACTION PLAN

REVIEW & EVALUATION

lack of transparency and faculty shared governance of operational practices, financial accountability, performance metrics, establishment/sunsetting of facilities.

UNIVERSITY CORE FACILITIES

KEY PERFORMANCE INDICATORS (KPIs)

last updated November 2020

| Priority Tier | Priority Objective | KPI Category | Optional Sub-categories | Units | Definition/Explanation |
|---------------|--------------------|--------------|------------------------------------|----------------------|---|
| 1 | Research | Grants | Grants supported | number | All grants and contracts, whether federal, state, local, private or subcontracts thereof are housed within 3XX and 4XX accounts. A simple count of the number of 3 and 4 accounts used to pay for services will give us a reasonable count of the grants and contracts supported. |
| 1 | Research | Publications | Publications (refereed) | number | Count of publications during period. Can offer sub-sub-category to qualify at a later time. |
| 2 | Research | Grants | Core Facility Pilot Program | number | # of extramural grant proposals to be submitted with data generated |
| 2 | Research | Grants | Core Facility Pilot Program | number | # of new methods/protocols developed and offered to customer base as a whole |
| 1 | Education | Users | training provided | hours | Hours of training should be captured in iLab already as a subset of the usage. Number of "trainees" will be approximated using the "New Users" measure above. |
| 2 | Education | Grants | Core Facility Pilot Program | number | # of students to be trained |
| 2 | Education | Users | student users | number | The strategic goals are substantially about students & training. You could go through the list of trainees each quarter and identify which are students for academic education. |
| 1 | Collaboration | Users | Departments/Colleges represented | number | Total number is fine. This may or may not be easy depending on how long it takes to get the Departments setup, and Pis associated with them in iLab. Also, each lab group can be associated with multiple departments, so we might end up with some double counting. |
| 2 | Collaboration | Users | Institutions served | number | Total number unique institutions. Possibly list of names on drill down. |
| 2 | Collaboration | Users | Industry partners served | number | Total number companies |
| 1 | Sustainability | Financial | Institutional subsidization | percentage | % of subsidization based on total expenditures and recharge revenue |
| 1 | Sustainability | Users | total users served | number | Total number per period of time (e.g. each quarter) is fine. We can differentiate using the data from iLab, if necessary. |
| 1 | Sustainability | Users | External users served | number | Number of unique external users |
| 1 | Sustainability | Activity | total usage per instrument/service | hours/units | Pull hours/units of usage from iLab per instrument/service |
| 2 | Sustainability | Grants | Shared Equipment proposals | Count & \$ Requested | # of proposals submitted, amount requested and indication of whether funded. |
| 2 | Sustainability | Grants | Equipment Enhancement Fund | number | # of proposals submitted, with indication of whether funded |

RII Core Facilities



ACTION PLAN

STRATEGIC & SUSTAINABLE FUNDING

lack of coordinated, institutional strategic prioritization and investment decision-making resulting in redundancy, under-utilization, aging infrastructure, reactive capital investments, and faculty working autonomously.

| Core | Revenue | Total Expenses | Operating Income (Loss) | Identified FY 2020 Investment | Estimated FY 2020 Investment Needed | Investment % FY 2021 |
|--|------------------|------------------|-------------------------|-------------------------------|-------------------------------------|----------------------|
| Cryogenics and Gas | 1,047,468 | 1,047,468 | 0 | - | - | 0.00% |
| Flow Cytometry | 190,000 | 268,160 | (78,160) | 44,266 | 33,894 | 29.15% |
| Functional Genomics Core | 72,000 | 267,340 | (195,340) | 111,270 | 84,070 | 73.07% |
| Imaging Cores | | | | | | |
| Confocals, Marley | 105,000 | 172,150 | (67,150) | - | 67,150 | 39.01% |
| Electron, Kuiper | 100,000 | 503,714 | (403,714) | 100,928 | 302,786 | 80.15% |
| Electron & Light, LSN | 87,500 | 197,644 | (110,144) | - | 110,144 | 55.73% |
| Machining and Welding | 430,000 | 536,649 | (106,649) | - | 106,649 | 19.87% |
| Mass Spec | 150,000 | 625,556 | (475,556) | 163,693 | 311,863 | 76.02% |
| NanoFab | 50,000 | 266,210 | (216,210) | - | 216,210 | 81.22% |
| Translational Bioimaging Resource | 358,500 | 637,159 | (278,659) | 278,659 | - | 43.73% |
| UAGC | | | | | | |
| Research | 1,100,000 | 1,511,881 | (411,881) | - | 411,881 | 27.24% |
| Clinical | 165,000 | 542,062 | (377,062) | - | 377,062 | 69.56% |
| Operations Subtotal | 3,855,468 | 6,575,993 | (2,720,525) | 698,816 | 2,021,709 | 41.37% |
| Business & Support Services | | | | | | |
| Business Services | - | 384,414 | (384,414) | 806,105 | (421,691) | 100.00% |
| Information Technology | - | 572,117 | (572,117) | - | 572,117 | 100.00% |
| Total Operational Needs: | 3,855,468 | 7,532,524 | (3,677,056) | 1,504,921 | 2,172,136 | 48.82% |

RII Core Facilities



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RII Core Facilities



ACTION PLAN

IDENTITY & COMMUNICATIONS

limited engagement between core staff, faculty, investigators and RII; lack of mechanisms to showcase innovation and success, marketing of services, customer discovery, student engagement, all resulting in diminished trust.

<https://cores.arizona.edu>

Research Gateway | Contact | Login | Directory | Events

Research
Innovation & Impact

Search Site

HOME | FOR RESEARCHERS | STUDENTS | ABOUT | FACILITIES | FOR BUSINESS | STORIES

Phase 3: Broader scope of research at limited scale

Facilities /

Facilities

| |
|------------------------|
| Core Facilities |
| Institutes and Centers |
| Museums |
| Telescopes |

Please contact the core director or manager or visit the facility's website to determine the availability and fee structure. Investigators outside of the University of Arizona are invited to inquire about the availability of instruments and services by contacting the appropriate core director or manager.

If you publish or receive grants using data or tools generated within our Core Services, please:

- Acknowledge the Core Services' contributions (see individual pages for information on how to cite a specific core service)
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Not sure where to start? Email your question to:
RESEARCHSERVICES@EMAIL.ARIZONA.EDU

Search

Facility Type

- Microbiome
- RII-Funded
- Animal Technologies
- Bioinformatics, Biostatistics, and Computing
- Biomedical

Reset

Analytical & Biological Mass Spectrometry Facility

The Mass Spectrometry Facility provides state-of-the-art support in a variety of research areas on-and off-campus. Services include molecular weight and chemical composition determinations, structure...

More about this Facility

RII University Core Facilities Organizational Chart

RII University Core Facilities Governance Policy

RII University Core Facilities Faculty Research Advisory Committees (FRAC)

RII Core Facilities



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<https://cores.arizona.edu>

<https://azcores.org>

The screenshot displays the RII Core Facilities website. At the top, there is a navigation bar with links for 'Research Gateway', 'Contact', 'Login', 'Directory', and 'Events'. The main header includes the University of Arizona logo and 'Research Innovation & Impact'. Below this is a secondary navigation bar with links for 'HOME', 'FOR RESEARCHERS', 'STUDENTS', 'ABOUT', 'FACILITIES', 'FOR BUSINESS', and 'STORIES'. A prominent orange banner reads 'Phase 3: Broader scope of research at limited scale'. The 'Facilities' section features a sidebar with a table of facility categories: Core Facilities, Institutes and Centers, Museums, and Telescopes. The main content area is titled 'Core Facilities' and describes the University of Arizona's resources. It includes a list of core facilities: Unique, Enabling, Accessible, and Sustainable. A 'Partner universities' section highlights ASU, NAU, and the University of Arizona. A search and filter section is visible at the bottom, with a search box and filters for Facility Type (Microbiome, RII-Funded, Animal Technologies, Bioinformatics, Biostatistics, and Com, Biomedical).



HOME FOR RESEARCHERS STUDENTS ABOUT FACILITIES FOR BUSINESS STORIES

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Research Gateway Contact Login Directory Events

Core Network

Arizona Core Network

A cornerstone of our state's research infrastructure, the core research facilities at Arizona's public universities propel and refine new technologies, ventures and discoveries.

Find a facility



Core Facilities

The University of Arizona is home to a host of resources called core facilities or cores—highly specialized testbed facilities available for use by students, and scientists in government and industry. Core facilities provides users with access to the latest instrumentation, but also to experienced expertise in designing and conducting experiments and analyzing data.

Our core facilities are:

- **Unique:** Capabilities are not available elsewhere, and, in many cases, within the region
- **Enabling:** Open to a broad range of researchers, fostering a culture of interdisciplinary collaboration
- **Accessible:** In centralized locations to make them accessible to all users
- **Sustainable:** Generally recover their cost, or better, by charging user fees

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More about this Facility

The Arizona Core Network formed to improve access, leverage investment, increase utilization, and boost the collective research competitiveness of our state universities.

The Arizona Core Network represents a range of disciplines, including biological and health sciences, chemical, material and structural analysis, electronics and nanofabrication, forestry and environmental science, and computing and data science. This collaboration is a unified investment in Arizona's future, seeding growth economically, educationally and entrepreneurially. Our combined resources better position researchers and scientists to tackle issues that affect Arizona — such as health challenges like COVID-19 and Alzheimer's disease, developing solar technologies to power our towns and cities or combating the forest fires that rage across the state every year.

Partner universities

The core facilities of Arizona State University, Northern Arizona University and the University of Arizona provide advanced equipment and instrumentation, specialized services and consultation to faculty, students, industry and government researchers. The Arizona Core Network represents a range of disciplines, including biological sciences, chemical, material and structural analysis, electronics and nanofabrication, forestry and environmental science, and computing and health.

RII Core Facilities



ACTION PLAN

IDENTITY & COMMUNICATIONS

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Annual User Survey

- Solicits current and future needs, assess success of Core, etc.
- Conducted by FRAC

Annual Review & Report

- Key accomplishments, financial review, goal-setting, performance evaluation, recommendations to RII Leadership.
- Prepared by Operations Director (with input from other stakeholders), reviewed by Steering Committee, posted on website.

Core Facilities Steering Committee

- Composed of FRAC Leads, RII Leadership, RPC representative
- Reviews Cores facility performance and Annual Report recommendations.
- Advises overall institutional strategy
- Meets 2x per year

RII Core Facilities



PLANNING FOR THE FUTURE

ENGAGEMENT, ENGAGEMENT, ENGAGEMENT

- Faculty Research Advisory Committees
- College Leadership
- Industry

DEVELOP COMPREHENSIVE STRATEGIC PLAN

- Research
- Education
- Collaboration
- Sustainability

IMPLEMENT, ASSESS & REFINE

- KPIs
- Institutional strategic priorities

