

2016 RRP Strategic Advisory Committee Retreat (October 31st) Summary and Outcomes

The topic of the RRP Strategic Advisory Retreat was to **develop a rationalized model of core governance** that:

- Incorporates both departmental and institutional oversight and responsibility
- Reduces redundancy in core services, while ensuring services are located where needed
- Makes use of best practices in core operational and financial management

The committee considered different models of core governance and used a force-field analysis to examine the advantages and disadvantages of both a centralized model of core governance and a model where individual departments or centers are responsible for core management and governance. The major outcome of the discussion was that a single model for all cores does not make sense at UCSF, given the large variation in core operations and core needs. The committee made recommendations about how RRP could best support the governance of cores:

- Provide specific service to help departments manage cores
- Focus on benefits of being “accredited” as an official campus core that is endorsed/overseen by the RRP Strategic Advisory Committee
- Create incentives to cores to increase efficiency by merging some aspects of their operations

The committee then identified services that RRP could provide to support core management which fell into in five general areas:

- **Recharge and Business Planning**
- **Communication and Marketing**
- **Service Contracts**
- **Funding**
- **Information Technology**

At a follow up meeting the committee prioritized the identified services from all five areas based on impact and difficulty of implementation as shown in figure 1.

High Impact services include:

Recharge and Business Planning – RRP should provide expertise in creating and managing recharge proposals, evaluating sustainability of core operations and assisting with the development of business plans. In addition, RRP should develop guidelines for the creation of new core facilities and for assessing or approving proposed new cores. On a strategic level RRP should work with the budget office and if necessary with the NIH on restrictive recharge policies that impede core business practices.

Communication and Marketing – RRP should work to improve the visibility of cores, so that researchers can more easily find the instruments and services they, need and usage of cores services is improved. “Core families” of related cores should be created and linked to make it easier for researchers to find all relevant cores and compare their services.

Service Contracts – Service contracts are a major cost to cores, a self-maintenance program should be introduced in order to reduce costs.

Funding – RRP should continue to provide shared equipment grants. RRP should also target philanthropic funds to obtain another source of badly needed funding for core programs.

Information technology – due to lack of time information technology issues were not discussed and will be the subject of a future RRR Strategic Advisory Committee meeting.

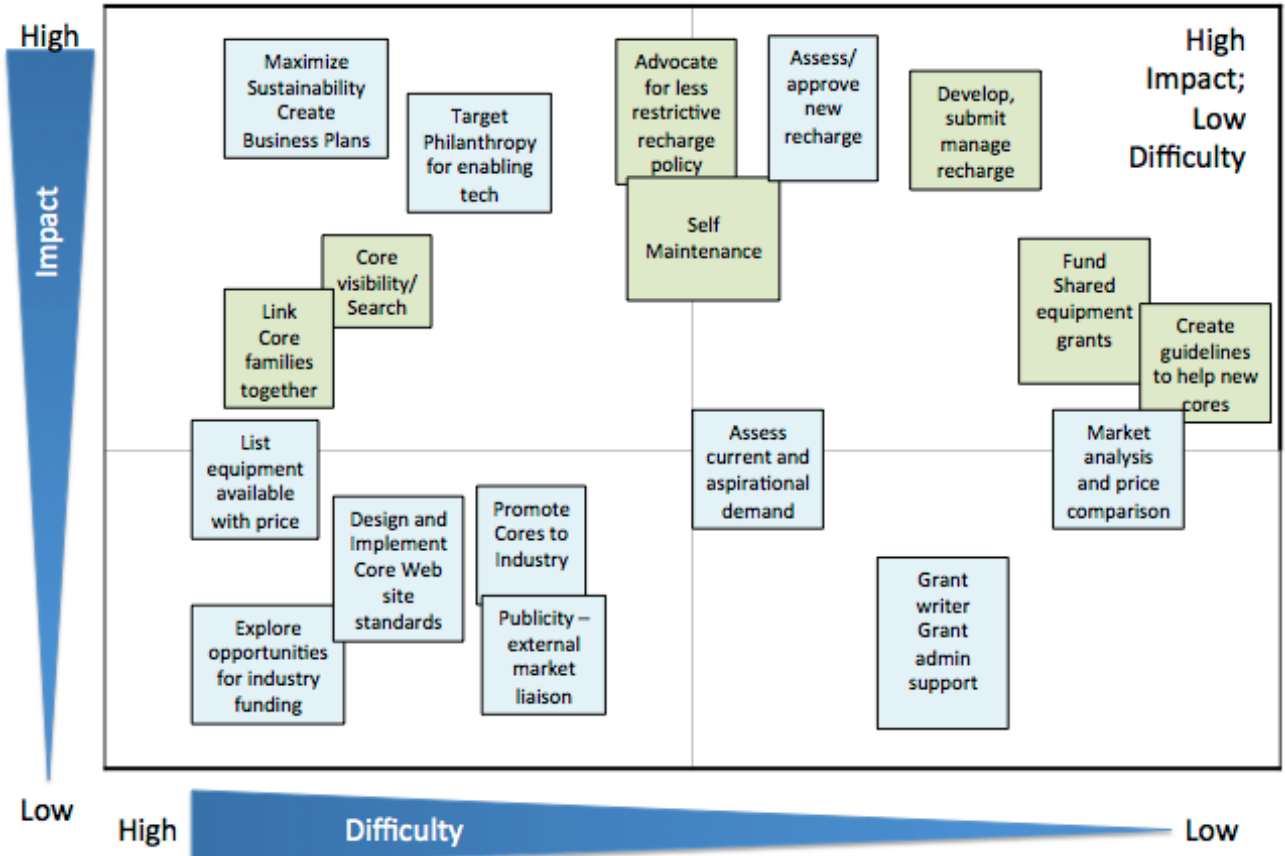


Figure 1. Prioritization of Services by Impact and Difficulty. Existing RRP services are shown in green, those in blue are new services.

Of the ten specific services identified as having high impact, seven are existing RRP services or are programs under development (indicated above in green) demonstrating that current RRP priorities are in line with recommendations of the Strategic Advisory Committee. Three high impact areas that are not currently active programs are:

- Core sustainability and business plan development
- Targeting Philanthropic sources of funding
- Assessing new core recharges to provide input on financial feasibility

RRP should create a feasibility plan to explore how these three areas could be addressed.