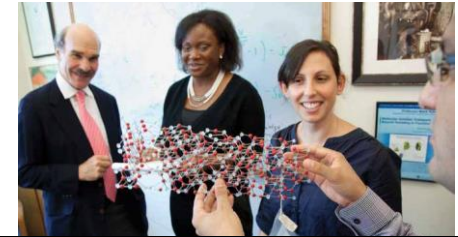


Why Do Universities Invest in Core Facilities?

- Foster **interdisciplinary research** (opportunities for moving research in new directions)
- Provide **in-house expertise** in specialized technologies and services
- Facilitate **faculty recruitment and retention**
- Facilitate **external partnerships** (academic and commercial)
- Help **advance the research enterprise** (society benefits)

How Does a Core Facility Demonstrate Its Value?

- By advancing the research mission of the institution (by aligning with its strategic plan)
- By advancing the research programs of its users (by understanding a wide range of applications)
- By advancing research in the core facility discipline (by contributing to technology development)



Northwestern University Strategic Plan 2011

**NORTHWESTERN
WILL**



How Do You Measure Success of this Investment?

- Annual reports (Balanced Scorecard)
- Annual user surveys (size, quality, trends)
- Program reviews
- Annual awards
- Institutional recognition



What are examples of Best Practices?

- Strong faculty leadership (director, advisory committee)
- Financial investment by multiple stakeholders
- Instrument-intensive cores: more is better
- Service-intensive cores: fund personnel on grants
- Highly selective hiring (operations director and staff)
- Encourage professional development (technical and business)
- Strong communication with users is essential
- Plan for the future