

Business Skills for Core Facility Managers
Draft 11/2010 V 1.1

Stephen A. Bobin, BS, MBA
Administrative Coordinator
Shared Resources
Norris Cotton Cancer Center
Dartmouth Medical School
One Medical Center Drive
Lebanon, NH 03756
Phone: 603-653-6189
FAX: 603-653-9952
Email: sbobin@dartmouth.edu

Text: Kenneth M. Eades, Timothy M. Laseter, Ian Skurnik, Peter L. Rodriguez, Lynn A. Isabella, Paul J. Simko The Portable MBA – Hardcover: Publisher: Wiley; 5 edition (May 3, 2010) ISBN-10: 0470481293 ISBN-13: 978-0470481295

Case Study: University Of Southern Antarctica: Available from the course coordinator through e-mail.

Readings:

1. Association of Biomolecular Resource Facilities Survey: Service Laboratory Funding Rachel Ogorzalek Loo, Charles M. Nicolet, Ronald L. Niece, Mary Young, and John T. Simpson J Biomol Tech. 2009 July; 20(3): 180–185.
2. Association of Biomolecular Resource Facilities Survey: Service Laboratory Funding Rachel Ogorzalek Loo, Charles M. Nicolet, Ronald L. Niece, Mary Young, and John T. Simpson J Biomol Tech. 2009 July; 20(3): 180–185.
3. A Framework for Managing Core Facilities within the Research Enterprise Rand Haley Journal of Biomolecular Techniques 20:226–230 © 2009 ABRF.
4. Workshop on Efficient Management and Utilization of Core Facilities July 14 – 15, 2009 at <http://www.ncrr.nih.gov/news_&_events/>
3. Pricing the Services of Scientific Cores: Part I: Charging Subsidized and Unsubsidized Users Jerry Fife; Robert Forrester Journal of Research Administration; 2002; 33, 2; ABI/INFORM Global 33-38.
5. Pricing the Services of Scientific Cores: Part II: Charging Outside Users Jerry Fife; Robert Forrester Journal of Research Administration; 2002; 33, 2; ABI/INFORM Global 41- 47.

6. McMillen DA, Bibbs L, Denslow N, et al. Biotechnology corelaboratories: an overview. J Biomol Tech 2000;11:1–11.

7. Angeletti RH, Bonewald LF, DeJongh K, Niece R, Rush J, Stults J. Research technologies: fulfilling the promise. FASEB J 1999;13:595– 601.

Course Description:

Business Skills for Core Facility Managers is designed to teach applicable business skills to Core Facility Managers and Second Tier Managers in the consolidated core facility environment. The course will incorporate business concepts and practices that directly apply to the day-to-day management of a Core Facility and the oversight of Core Facilities. Case studies will be used to demonstrate problem solving and preemptive strategies.

Course Objectives:

1. Learn applicable business skills to enhance the day-to-day operations of Core Facilities. Customer service, dealing with competition, record keeping.
2. To experience the typical decisions Core Managers face from a business perspective. Cost recovery and purchasing and salaries.
3. To develop the knowledge of compliance and analytic abilities using a practical model for developing rate documents and budgets. Talking to upper management about compliance.
4. Learn lean management techniques and processes for continuous improvement of a Core Facility's science.
5. Develop a real world business plan for your Core Facility; learn the effects of the "business of science" on your core.
6. Learn to develop a marketing plan that works in the university environment.

Evaluation: Certificate awarded upon completion of all assigned work.

Course Structure: The classroom work will be an intensive three-day experience. Students will be expected to accomplish significant course work prior to the three-day experience. Post -work will consist of completing projects that were started in class.

Pre-work: Pre-work will consist of reading the assigned chapters in the textbook as well as the other readings. A Microsoft Excel template will be filled in from the

data included in the University Of Southern Antarctica Case Study showing the actual cost of the service the Core Facility provides. The sheet should include all costs and estimated pricing of the service provided by the Core Facility in question.

Each participant should be prepared to present an overview of their Core Facility, highlighting current and foreseeable problems that are difficult to address. No more than 10 slides, no longer than 10 minutes.

Post-work: Four weeks after the classroom experience, the participants will turn in appropriate rate documentation for their service. In addition, a Business Plan and SWOT analysis of their Core and a return on investment (ROI) evaluation should be prepared.

Business Skills for Core Facility Managers

Three day Weekend Course Schedule:

Friday:

9:00 – 10:00--Introductions, objectives, syllabus review, expectations, Q&A

10:00 – 12:00-- Cost accounting,

12:00 -1:00 – Working Lunch: General accounting practices

1:00 – 3:00 – Regulatory environment, A - 21 and A - 133

3:00 – 4:00 -- [Guest speaker](#), TBA

4:00 – 6:00 -- Dinner

7:00 – 9:00 -- Student presentations informal discussions

Saturday:

9:00 – 12:00 – Developing a business plan, pricing and competition

12:00 – 1:00 – Working Lunch: Marketing

1:00 – 3:00 – [Guest speaker](#) Marketing, short break

3:00 – 6:00 – Operations Management

6:00 – 7:00 – Dinner

7:00 – 9:00 – Science and Money, [Guest speaker US-NIH budgets](#), Discussion

Sunday:

9:00 – 12:00 -Evaluation of Core Facilities, Organizational behavior

12:00 – 1:00 - Working Lunch: General Discussion, Case Study

1:00 – 3:00 - Discussion of Case Study

[A detailed breakdown of the course topics is attached.](#)

Business Skills for Core Facility Managers

Draft 11/2010 V 1.1

Cost Accounting

1. Finding the true cost of your service
2. How to deal with subvention in relation to costs
3. Break even calculation
4. Rate documentation and budgets
5. Job costing

General Accounting

1. Reading your statements
2. Understanding your budget
3. Tracking income and expenses
4. Depreciation

Operations Management

1. Efficiency- Six Sigma
2. Continuous Improvement – Kaizen
3. Getting the best prices
4. Inventory
5. Time-sensitive reagents

Pricing and Competition

1. Understanding supply, demand, and subvention
2. Setting prices
3. Dealing with outside competition
4. Dealing with other types of competition
5. Alternative methods for pricing services

Business Planning

1. New core facility
2. Established core facility
3. Introducing new services
4. Lifetime of technology
5. Sun-setting services
6. Sun-setting your Core Facility

Organizational Behavior

1. Hiring
2. Evaluations
3. Team building
4. Firing
5. Managing without authority

Regulatory environment

1. Federal regulations
2. Institutional regulations
3. Resolving conflicts

Marketing Core Facilities

1. Types of marketing
2. Marketing plans
3. Marketing materials

Science and Money

1. Getting paid for labor
2. Getting paid for your expertise
3. Keeping track of your efforts
4. Sustainability

Evaluating your Core Facility

1. Return on investment quantitative
2. Scoring the intangibles
3. Surveying stakeholders
4. Formal evaluations
5. Dedicated evaluator