



I. Core Facility Governance

The Emory Integrated Core Facilities are organized as “force multipliers” to support investigators and enhance the research enterprise. A force multiplier core facility seek to do more than provide services and generate revenue. Force multiplier core facilities impact many aspects of Emory research enterprise that include: recruiting, retention, diversity, equity, and inclusion (DEI), engagement, space, platforms, grants, centers, education, and knowledge. A clear governance plan is necessary to achieve the full potential of the force multiplier core facilities that make up the Emory Integrated Core Facilities.

II. Facility Advisory Committee

The Facility Advisory Committee provides oversight over the Robert P. Apkarian Integrated Electron Microscopy Core (IEMC) as shown in the IEMC FAC organizational chart. The IEMC Facility Advisory Committee is structured to meet the requirements outlined in the National Institutes of Health (NIH) S10 equipment grant program. The Facility Advisory Committee is composed of four parts: Core Oversight Committee, Scientific and Core Directors, Major User Group, and Administrative Team.

A. Core Oversight Committee

The main mission of a Core Oversight Committee is to ensure that the core facility is meeting the current and future needs of Emory investigators. Members include faculty leadership or other faculty technical experts from units that contribute funding to the core facility. The Associate Vice President for Research, Woodruff Health Sciences Center (WHSC), represents the Woodruff Health Sciences Center on the core oversight committee. The main responsibilities of the oversight committee include:

- Meet annually and when convened to provide strategic guidance to the core facility
- Review requests to purchase major equipment
- Review planned changes in staffing
- Review funding needs necessary to add new services
- Appoint and charge internal committees for in-depth reviews or external committees for core evaluation
- Act as the final arbitrator for user complaints/concerns not solved at the level of Core Director or Scientific Director

For an Emory Integrated Core Facility, where two or more administrative units are providing funding for a core facility, the oversight committee provides the mechanism for shared governance of the core facility. This relationship is formalized under a Memorandum of Understanding (MOU), which outlines the responsibilities of all parties.

For an Emory Integrated Core Facility where the funding provided solely by the Emory University School of Medicine (SOM), the funding and oversight lie fully within the SOM.



B. Scientific and Core Directors

Scientific Directors are experienced faculty members with expertise in core-related science, usually but not limited to, tenured faculty at the associate or full professor level. Their role is primarily strategic with limited operational duties. Specific duties include:

- Meet with the Core Director on a regular basis (monthly) to discuss strategic planning and help resolve operational issues. Meetings can take place more often under some circumstances.
- Provide annual performance review and goal setting with the Core Director
- Supervise the Core Director to ensure that scientific services provided by the core are of high quality and delivered efficiently
- Provide strategic guidance and planning of both services and equipment for the core facility
- Review SOPs developed by the Core Director and other members of the IEMC staff team
- Act as chairpersons of the Major User Group
- Helps identify and select members of the Major User Group with input from the Core Oversight Committee
- Participates in hiring new core personnel
- Other specific operational duties as needed to support core activities

Core Directors are staff scientists and experienced technical experts on platforms and services provided by the core facility. Their effort is usually fully supported by revenue/subsidy provided to the core facility. Their role is to focus on the day to day operations and function as the primary point of contact for core facility users.

C. Major User Group

The **Major User Groups** includes investigators who are major users of services provided by the core facility. They are selected to ensure representation of different units across Emory. Their duties include:

- Meet annually and when convened by the core Scientific Directors to provide strategic and operational guidance to the core facility. Meetings can take place more often under some circumstances
- Communicate user feedback to the core Scientific Director(s) and Core Director(s)
- Provide diverse viewpoints and expertise in support of the core operations



III. Core Facility Operations

The operation of the Robert P. Apkarian Integrated Electron Microscopy Core (IEMC) is carried out as shown in the shown in the IEMC Core Operations organizational chart.

A. Associate Vice President, Woodruff Health Sciences Center

- Duties as described above

B. Administrative Team

- Provides support the core facility team. Duties include, but are not limited to, rate setting, user billing, human resources, and other tasks as assigned.

C. Scientific Director

- Duties as described above

D. Core Director

- Meets with Scientific Director(s) regularly to discuss the strategic planning and resolve the operational issues. Meetings can take place more often under some circumstances
- Supervises the Associate Director/Technical Director; provides annual performance review and goal setting
- Ensures and coordinates IEMC core operations
- Communicates the current operational status to core users
- Communicates about strategic plans, major upgrades, and hiring to core users
- Meet with investigators to guide new project/study design
- Reviews SOP's developed by Associate/Technical Director or other IEMC staff
- Participates in strategic planning related to the core equipment and services
- With the Scientific Director(s), leads the hiring of new core personnel
- Oversees monthly billing in PPMS
- Tracks core performance of projects using PPMS

D. Associate Director/Technical Director

- Keep the Core Director informed of daily activity, of operational issues that arise, and of customer satisfaction issues
- Supervise core staff by orienting their daily activities
- Provide performance feedback and provide annual performance review and goal setting for core staff
- Participate in hiring new personnel
- Oversee routine research project/studies, provide the cost estimates, allocate staff time, and monitors progress



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Robert P. Apkarian Integrated Electron Microscopy Core

Emory Integrated Core Facilities

- Oversee operations of equipment and coordinate repairs and service contracts
- Coordinate user training in methodology, necessary laboratory procedures and equipment operations
- Write and maintain current SOP's for the core activity
- Monitor quality control for the core
- Maintain detailed documentation of core activity
- Keep abreast of safety procedures and monitor the handling, storage, and disposal of hazardous substances
- Maintain the accounting of core scheduling and billing in the core PPMS system
- Communicate to users with equipment that will be out of service for repair

E. Core Staff

- Perform ongoing training necessary to maintain proficiency on core platforms
- Demonstrate proficiency using core platforms and providing services
- Provide services and support to core users
- Carry out duties as assigned by the Core Director / Associate Director / Technical Director