



The Entrepreneurial Core Director

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ABRF 2020
Empowering Team Science
February 29-March 3 - Palm Springs, California



Speakers: **Phil Hockberger, Northwestern University**
Claudius Mundoma, Univ. of Colorado at Boulder
Ben Myers, Yale University
Iain Ronald, Promega Corporation



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Goals of this session

Describe....

- how cores can increase revenues by filling excess capacity with external customers
- best practices for handling external customers
- how cores can expand the impact of their facilities beyond the walls of their institution
- opportunities for professional development of staff



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Handling External Customers (*JBT* 24: 87-97, 2013)

- Federal Rules & Regulations (UBI, OMB, NIH)
- University Policies, Guidelines & Obstacles
- Laboratory Service Agreements, NDAs



Publication 598 (Rev. March 2010)

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Tax on Unrelated Business Income of Exempt Organizations

Contents

Introduction	1
Chapter 1. Organizations Subject to the Tax	2
Chapter 2. The Tax and Filing Requirements	2
Chapter 3. Unrelated Trade or Business	3
Chapter 4. Unrelated Business Taxable Income	8
Chapter 5. How To Get Tax Help	20
Index	22

What's New

- The maximum cost of a low-cost article, for organizations eligible to receive charitable contributions, was increased to \$9.50 for 2009. See *Distribution of low-cost articles* on page 8.
- The annual limit on associate member dues received by an agricultural or horticultural organization not treated as gross income was increased to \$145 for 2009. See *Exception under Dues of Agricultural Organizations and Business Leagues* on page 10.
- The 5-year carryback election for losses on total capital expenditures for electric transmission property and pollution control facilities has expired. An organization still may elect to treat any GO Zone public utility loss as a specified liability loss. Certain other losses attributable to GO Zone losses, including those from Kiowa County, Kansas and other Midwestern disaster areas, are eligible for special carryback treatment. See *Net operating loss deduction* on page 12.
- The temporary suspension of deduction limits for qualified cash contributions for relief efforts in Midwestern disaster areas and contributions of food inventory by qualified farmers and ranchers has expired.



Get forms and other information faster and easier by:
Internet www.irs.gov

Introduction

An exempt organization is not taxed on its income from an activity substantially related to the charitable, educational, or other purpose that is the basis for the organization's exemption. Such income is exempt even if the activity is a trade or business.

However, if an exempt organization regularly carries on a trade or business not substantially related to its exempt purpose, except that it provides funds to carry out that purpose, the organization is subject to tax on its income from that unrelated trade or business.

Mar 03, 2010

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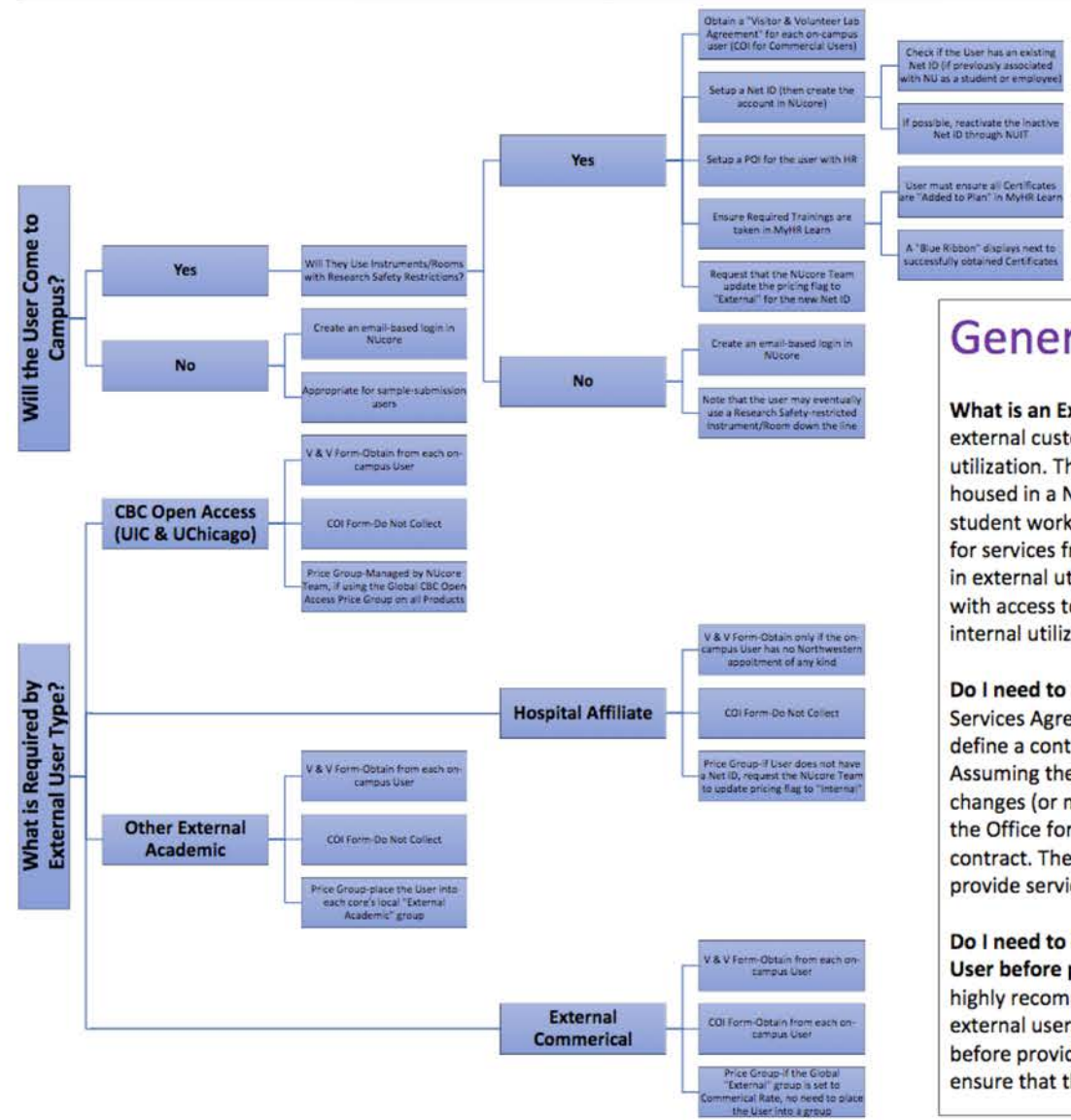
For Core Users

Information for Users of Core Facilities

- External Researchers
- CBC Researchers

- Northwestern University has a history of cooperation with external clients including for-profit and nonprofit organizations. Cooperation is encouraged because it produces mutual benefits as well as benefits to society. This cooperation includes use of NU's core facilities at appropriate external rates. If you are interested in using the instruments or services of a core facility, please contact the director or manager of the facility to inquire about availability. We strive to implement **best practices** when working with external researchers.
- Northwestern University, University of Chicago and the University of Illinois at Chicago are members of the Chicago Biomedical Consortium (CBC). These universities are partners in the **Open Access Initiative** that allows researchers at each university to use each other's core facilities seamlessly. For information about specific instruments and services, please contact the manager of the core facility you wish to use. If you have administrative questions about how this works, please contact Phil Hockberger (contact information below) at Northwestern University or his counterpart at your university.
- Directors and managers of Northwestern's core facilities who are considering accepting work from an external customer should read the document **Processing a Service Request for an External Customer** BEFORE agreeing to the work. These questions address issues related to external rates, research safety, risk management, material transfer, intellectual property, nationality and purchase orders. **Please see [this workflow chart](#) to help guide external customer decisions. [NOTE: If external customers wish to visit your facility to perform work, they MUST demonstrate insurability by completing the "Volunteers and Visitors Lab Use Agreement" below.]**
- Below are examples of pre-approved "service" agreements (not research) for external customers that may be appropriate for core facilities
- For examples of "research" agreements, please visit the **INVO website**.

Northwestern University External Customer Workflow



General External FAQ:

What is an External Customer? Rather than defining an external customer, it is much easier to define external utilization. This occurs when a user pays with funds not housed in a Northwestern chart string. So, a graduate student working part-time for a faculty startup who pays for services from the startup's external money is engaged in external utilization. An employee of a hospital affiliate with access to a Northwestern chart string is engaged in internal utilization when paying with the chart string.

Do I need to use the "Lab Services Agreement"? The Lab Services Agreement is available to any core that seeks to define a contractual relationship with an external client. Assuming the client completes the Agreement with no changes (or minor changes to the liability terms, etc.), the Office for Research can fast-track approval of the contract. The Lab Services Agreement is not required to provide services to external users.

Do I need to obtain a Purchase Order from the External User before providing services? As a best practice, CFA highly recommends that any core providing services to external users obtain a PO from the external client before providing services. Obtaining a PO first helps to ensure that the core receives payment upon completion.



Times New R... 12 A A A A



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Heading 1

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Normal

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Title

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Subtitle

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Emphasis

AaBbCcDdI
Strong

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Book Title

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List Paragraph

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Quote



Laboratory Service Agreement TERMS AND CONDITIONS (OCTOBER 1, 2019)

This program is intended to serve a mutual benefit to both Northwestern University, an Illinois corporation having its business address at 633 Clark Street, Evanston, Illinois, 60208-1110 (hereinafter “Northwestern”, or “University”) and the Requesting Entity described herein.

REQUESTING ENTITY HEREBY ACKNOWLEDGES AS FOLLOWS:

That Northwestern University, an educational institution of higher learning and research, in order to support the community, and further its academic mission, is making available, on a limited basis as described herein, academic research facilities and resources, where those facilities may be unique in the geographic area and as available when not in use by faculty or students who retain the priority status for their use; and

That this limited arrangement is consistent with National Science Foundation (“NSF”) Important Notice #91 dated March, 11, 1983 and NSF Important Notice #122 dated June 16, 1998; and

That Northwestern University must remain in strict compliance with federal regulations pertaining to the use of federally supported facilities and equipment including IRS Rev. Proc. 2007-47 (updating IRS Rev. Proc. 97-14), OMB Circulars A-21, A-110 and A-133 and other applicable regulations; and

That participation in this *Laboratory Service Agreement* is by special arrangement only and that this program is intended to be of a short duration and minimally intrusive to the active workings of the University and therefore, the terms of this agreement are non-negotiable. For activities not falling within the limited scope of this program, traditional sponsored research is available through the University’s Office for Sponsored Research.

THE PARTIES HEREBY AGREE:

1.0 PROJECT: Northwestern agrees to undertake certain tasks set forth in the Project Specification (in the form of Exhibit A), which may include training of Requesting Entity’s personnel in the use of Northwestern’s equipment.

2.0 REPORTS: If Applicable, as set forth in the Project Specifications, Northwestern’s project director shall furnish Requesting Entity with a final report consisting of the data and test results generated by Northwestern in conducting the Project, within thirty (30)



Speaking The Language: Business Skills

- Workshops (ABRF & chapter meetings)
- Advanced Training (MBA/MM programs, certificate courses)
- Online Courses & Training
- Certifications (ISO, CLIA, GMP) – Sunday, 11:00 AM



Kellogg Class 2019

Universities: Alabama-Birmingham, Cincinnati, Drexel, Florida Atlantic, Illinois-Chicago, Kansas, Massachusetts, Nebraska, Northwestern, Ohio State, Penn State, Princeton, Rutgers, Washington-St Louis

Institutes: HHMI-Janelia, MD Anderson, Mount Sinai

International: Turku University (Finland)



NORTHWESTERN UNIVERSITY

Kellogg
School of Management

Executive Education
Center for Nonprofit Management

----- SEVENTH ANNUAL ----- LEADERSHIP AND MANAGEMENT IN CORE FACILITIES

A 5-day executive education program helping directors and managers enhance their business and management skills, develop their leadership capacity and acquire skills to help run their facilities more effectively (Tuition: \$5000)

KEY BENEFITS

- Develop an ability to think strategically about your organization and identify important concepts that can be applied to build your organization, increase your stability and enhance your growth
- Build a network of peers and mentors to support your continued professional growth and development
- Acquire the knowledge and skills allowing you to build the organizational capacity of your organizations to meet the changing competitive landscape you face

CONTENT

- Addresses the unique challenges of operating in a University setting yet applying business principles to ensure management success.
- Participants will be asked to identify a project within their facility and apply the learning from the program.
- Time will be allotted within the curriculum for the participants to work on their project and discuss the applications of learning in small groups.

Leadership Topics:

- Building Organizational Culture
- Leading with Influence
- Strength Based Leadership
- Innovation and IP

Management Topics

- Managerial Accounting
- Creating Market Value
- Strategic Marketing
- Value Pricing Strategies

November 9-13, 2020

<http://www.kellogg.northwestern.edu/execed/nonprofitprograms/np-core>

Online Learning

- Individual Programs
 - EXECUTIVE PROGRAMS
 - ONLINE PROGRAMS
 - C-SUITE PROGRAMS
 - EXECUTIVE SCHOLAR CERTIFICATE
 - NONPROFIT PROGRAMS
 - NONPROFIT CUSTOM PROGRAMS
 - > ONLINE LEARNING
 - NONPROFIT GOVERNANCE PROGRAM SERIES
- Group & Custom Solutions
- The Kellogg Experience

NONPROFIT MANAGEMENT Essentials



Free Online Learning on Your Terms

This program was developed for emerging nonprofit leaders and those new to the sector. The content is designed to broaden awareness across a breadth of management topics in a flexible, online offering. Learn from faculty and practitioners and apply these nonprofit management essentials to your position.

Nonprofit Management Essentials is fully funded by The Allstate Foundation and powered by content from the Kellogg School Center for Nonprofit Management.

Choose Your Learning Experience

On-Demand – Independent online learning at your own pace, available 24/7/365. Each module includes two to four short video segments and exercises that you can access at your convenience. Experience all or just some of the ten topics below. Log onto each topic separately.

Online Connection – A fully asynchronous, eight-week facilitated online learning experience and interaction with peers. Content and exercises are released on a weekly basis. Time commitment is approximately three hours per week. Registration is required.

NEW! Facilitate Your Own Cohort

DIY Facilitation – Do-it-Yourself Facilitation content consists of two modules teaching you to structure and facilitate a cohort learning experience of your own.

- Module 1: Consists of four video segments that will teach you the skills needed to structure and facilitate your own cohort learning experience using On-Demand video content.

ON-DEMAND

Independent 24/7/365 online learning. Choose any module, start any time, proceed at your own pace.

SEE MODULES BELOW >

ONLINE CONNECTION

Asynchronous, facilitated online learning. Join our next cohort beginning on March 31.

Registration deadline is March 17.

REGISTER >

NEW! DIY FACILITATION

Video segments & facilitation manual. Learn to facilitate a



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Synchrotron Research Center

DuPont
Northwestern
Dow Chemical Co.



Life Sciences Collaborative
Access Team (LS-CAT)
Northwestern (lead)
Michigan, Michigan St.
Van Andel Research Inst.
Vanderbilt, Illinois
Wisconsin

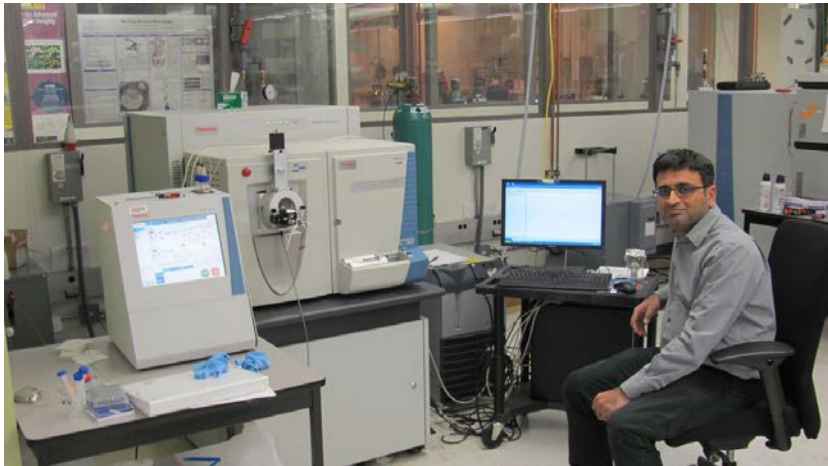
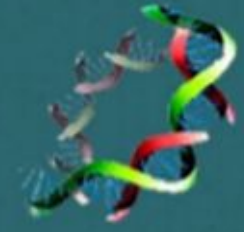


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Proteomics Center/Core
ThermoFisher



Center for Translational Imaging
Siemens Corporation



Northwestern- Nikon
Imaging Center
(1 of 3 in U.S.)



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Memorandum of Understanding
“Open Access Initiative”
2014-2020

“...condones and encourages open access to research core facilities by researchers at each partner university. Open access means that researchers at each university will be treated the same in regard to availability and pricing of services regardless of their home institution.”

The University of Chicago



NORTHWESTERN
UNIVERSITY

UIC
UNIVERSITY
OF ILLINOIS
AT CHICAGO

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Potential Benefits of Entrepreneurship

- Increase Revenue & Financial Stability
- Enhance Visibility & Impact
- Enhance Professional Development of Staff
- Facilitate External Partnerships (academic and commercial)
- Participate in Regional & National Centers (DOE, NSF, NIH)