

St. John's University
College of Pharmacy and Health Sciences

Strategic Plan
2015-2020

Strategic Plan

CRITICAL ISSUE 1: How do we enhance and ensure academic success of our students?

CURRENT SITUATION: Throughout academia the measurement of retention and programmatic outcomes are paramount to attaining academic success. Currently, the College has defined academic success primarily based on grade point average and graduation rates. However assistance for students who encounter academic difficulty has not been well defined (i.e. lack of tutoring services etc.). Additionally, longitudinal assessment of admission and progression criteria has not been adequately measured and analyzed. An Academic Success Plan, developed on the basis of student and programmatic needs, must be developed and available to assist all entry level students throughout their programs. This plan will provide academic support for students who experience academic challenges, identify at-risk students and prospectively assist them to improve outcomes, structure professional activities to encourage professionalism, leadership and self development and also assist with co-curricular and student services/activities. Lastly the College will study the correlation of current admission and progression requirements throughout the curricula and following graduation to develop a model to improve academic success for our students through the interaction of our students, faculty, administrators, staff, alumni and employers.

SD1.1: Refine and strengthen our standards for admission into our programs.

Obj 1.1.1 By 12/1/2015, complete a comprehensive assessment of the current admissions standards for each program to identify areas to strengthen and gaps. Accountable: Dean, Senior Associate Dean of Pharmacy and Program Directors

Obj 1.1.2 From 1/1/2016-12/1/2018*, establish a longitudinal plan to implement improvements to our admissions standards to strengthen students' success in our programs. Accountable: Senior Associate Dean Assessment

*Date of implementation may vary depending on Program

Obj 1.1.3 By September 2015, complete the decision-making process about whether we will restructure the Pharmacy program from a 0-6 program to a 4-year professional program.*
Accountable: Dean and Faculty Council

*Based on the established structure of the Pharmacy program, determine the appropriate admission standards as delineated in SD1.3.

Obj 1.1.4 From 1/1/2016-9/1/2018, develop a curriculum and transition plan to implement the change to a 4-year professional program. Accountable: Dean

SD1.2: Strengthen the marketing of our academic programs to improve our applicant pools.

Obj 1.2.1 From 9/1/2016-8/1/2018, develop a marketing plan in concert with the University Marketing & Communication Department. Accountable: Senior Associate Dean of Pharmacy, Program Directors and Dept Chairs

SD1.3: Evaluate our criteria for progression into and persistence through graduation for all programs and identify mechanisms for improvement.

Obj 1.3.1 From 9/1/2015-9/1/2016, a 3.0 in the Math/Science/professional index will be required for students admitted in the Fall of 2015 and ongoing, in addition to current writing and interview requirements, for internal progression into the professional years of the pharmacy and PA programs. Accountable: Dean

Obj 1.3.2 From 12/1/2015-12/1/2017, complete an evaluation of the academic requirements for all College programs for persistence*. Accountable: Dean, Senior Associate Dean of Pharmacy and Program Directors

*"persistence" means % students that remain in the program from year to year.

Obj 1.3.3 From 9/1/2015-3/1/2016, determine on a program-by-program basis what is an acceptable passing grade. Accountable: Chairs of Curriculum Cmtees, Senior Associate Dean of Pharmacy and Program Directors

* Complete for pharmacy program by September 2015

Obj 1.3.4 From 5/1/2015-12/1/2018, develop a plan to perform ongoing analysis of the impact these changes have had on academic success. Accountable: Dean for Assessment

SD1.4: Create a culture of academic success* on our campus.

**Academic success* is the completion of the requirements set forth by the College and graduation from the program in the time specified by the program.

Obj 1.4.1 From 1/1/2016-12/2/2020, and continuing thereafter, develop consistent learning outcomes* for team taught courses and across multiple sections of the same course and monitor consistency through course coordination. Accountable: Joint Curriculum Cmtees / Faculty Affairs

*All units of a course are covered

Considerations:

- Issue is how to monitor consistency; have to do this carefully so it doesn't violate the CBA
- We have syllabi that direct what the course is about.
- Two different types of courses--team courses are not collective; we don't want to turn multiple sections into same course.
- Show in the syllabis that our students obtain the same outcomes for a course regardless of who teaches it.

Obj 1.4.2 From 9/1/2015-5/1/2016, complete an evaluation of the learning environment to ensure it is conducive to academic success. This evaluation should include an inventory of

technology –assisted learning*. Accountable: Assessment and Outcomes Committee and Curriculum Committee

*"technology-assisted" means technology that facilitate student engagement and active learning. E.g. Blackboard discussion board

- Will vary from program to program depending on technology capabilities

Obj 1.4.3 From 6/1/2016-3/1/2017, based upon evaluation conducted in 1.4.2 develop and implement a plan to increase technology-assisted learning. Accountable: Curriculum Committee

Obj 1.4.4 From 9/1/2015-6/1/2016, complete a gap analysis to determine needs relative to faculty and staff development that would support a culture of academic success. Accountable: Assessment and Outcomes Committee

Obj 1.4.5 From 6/1/2015-11/1/2017, based on outcome of evaluation in Obj 1.4.2, develop and implement a plan to improve learning environment. Accountable: Assessment and Outcomes Committee

Obj 1.4.6 From 9/1/2015-12/2/2020, create and implement opportunities to improve faculty-student engagement. Accountable: Joint Student Affairs and Faculty Affairs

Obj 1.4.7 From 6/1/2015-9/1/2020, design and implement an academic success program for the College that positions ownership of learning, study skills and scholarship with the students and links students to the necessary on-campus resources to support their academic success in all programs. This should include a tutoring center, career services, etc. Accountable: Dean, College Student Affairs Committee, Curriculum Committees

Obj 1.4.8 From 9/1/2015-6/1/2017, develop a formalized co-curricular career development program for all programs in the College. Accountable: Director of Career Services, Senior Associate Dean of Pharmacy and Program Directors

"co-curricular" is required for graduation; "extracurricular" is optional

CRITICAL ISSUE 2: How do we optimally engage key stakeholders* to provide benefit to them and advance the missions of the College?

*Key Stakeholders:

- faculty
- students
- alumni
- preceptors (over 1,000)

CURRENT SITUATION: In the present educational and health care environments, it is evident that Colleges must engage a variety of key internal and external stakeholders to effectively advance the missions of the College, to comply with necessary accreditation standards requirements and to benefit society at large. The College of Pharmacy and Health Sciences has a variety of key stakeholders for its many academic programs that are critical for its success. Examples of such key

stakeholders include: students, faculty, administrators, staff, alumni, preceptors, employers, and professional organizations. It is imperative that the College ensures effective communication with all key stakeholders and provides the necessary infrastructure to support key stakeholder relationships. Recognizing the critical importance of optimally engaging stakeholders and in transparency, this strategic plan represents an ideal opportunity to outline the methodology of how the College will optimally engage its key stakeholders to ensure success in the advancement of its missions.

SD2.1 Develop an optimal framework and processes to coordinate and engage students and alumni with the College (co-curricular and extracurricular).

Obj 2.1.1 From 6/1/2015-1/1/2016, develop a College-based Student Council and process to facilitate student engagement and communication. Accountable: Dean of Student Affairs and Chair of Student Affairs Cmtee

- Guarantee the student council has a place to meet, a budget, etc. to make it a viable organization.

Obj 2.1.2 From 6/1/2015-9/1/2020, identify and enhance communication of activities and announcements via an updated College website (one central repository for all) to enhance student and alumni engagement across the College. Accountable: Associate Dean for Finance

- Include opportunities inside and outside the College on the website.
- Activities need to be coordinated among the groups in the College so everyone has an opportunity to attend.

Obj 2.1.3 From 6/1/2015-7/31/2015, create a commonly recognized College email account for programmatic information. Accountable: Associate Dean for Finance

Obj 2.1.4 From 6/1/2015-9/1/2020, establish and develop program-specific alumni societies for all programs of the College. Accountable: Dean, Senior Associate Dean of Pharmacy and Program Directors

SD2.2 Enhance preceptor development and benefits for all programs in the College.

Obj 2.2.1 From 6/1/2015-9/1/2017, implement a formalized program-specific preceptor development program. Accountable: Assistant Dean for Experiential Pharmacy Education, CE Cmtee and Program Directors

Obj 2.2.2 From 6/1/2015-6/1/2016, develop a systematic method to identify sites and preceptors in each program that need more development. Accountable: Assistant Dean for Experiential Pharmacy Education and Program Directors

Obj 2.2.3 From 6/1/2017-12/1/2017, develop and implement an assessment method for preceptor benefit program. Accountable: Assistant Dean for Experiential Pharmacy Education and Program Directors

Obj 2.2.4 From 6/1/2015-9/1/2020, create a preceptor/site spotlight via website to inform students and provide preceptor recognition. Accountable: Assistant Dean for Experiential Pharmacy Education and Clinical Coordinators

Obj 2.2.5 From 6/1/2015-6/1/2016, where applicable establish or re-establish Programmatic Experiential Advisory Boards. Accountable: Senior Associate Dean for Pharmacy Programs and Program Directors

SD2.3 Enhance our partnerships, relationships and strategic alliances with prospective and existing employers and organizations.

Obj 2.3.1 6/1/2016-9/1/2017, create and implement a centralized Experiential Administration Unit to integrate and benefit all programs in the College. Accountable: Dean

Obj 2.3.2 From 6/1/2015- 1/1/2016, establish a formal stakeholder network* across all programs. Accountable: Dean for Experiential Pharmacy Education, Senior Associate Dean of Pharmacy, Dir Career Development and Program Directors

*Not just relationships with certain preceptors at certain sites, but expand the network to include more industry, Health Science and graduate programs

Obj 2.3.3 From 6/1/2016-9/1/2017, incorporate career advisement/career counseling components into graduate and undergraduate career seminars, Lunch With The Leaders Program, and current colloquia. Accountable: Senior Associate Dean of Pharmacy, Program Directors, Department Chairs and Dir Career Development

Obj 2.3.4 From 6/1/2015-9/1/2016, identify and implement opportunities for internships for our graduate students. Accountable: Department Chairs, Director of Career Services and Program Director

Obj 2.3.5 From 6/1/2015-9/1/2016, create an online forum for interaction between employers, current students and alumni to interact in a career mentoring and counseling capacity. Accountable: Dir of Career Services

SD2.4 Enhance communication among all stakeholders internally and externally to ensure clarity, consistency and reliability.

Obj 2.4.1 From 6/1/2015-9/1/2015, establish a standard College calendar of events that could be updated frequently as a method of focused communication. Accountable: Associate Dean of Finance

- Get timely submission of events; develop process

Obj 2.4.2 From 6/1/2015-9/1/2015, establish frequent program, employer network and Faculty Council updates. Accountable: Dean

Obj 2.4.3 From 6/1/2015-9/1/2015, create a master distribution list to distribute quarterly College newsletter to students, alumni, current College administration, employers. Accountable: Dean

CRITICAL ISSUE 3: How do we ensure our curricula are relevant, innovative and adaptive to the ever-changing needs in the health care environment?

CURRENT SITUATION: The current landscape of healthcare has led the College to reflect on the opportunities available to ensure that our practice models are current and relevant for the future of the healthcare industry. Student-centered, integrated (interprofessional and interdisciplinary) training and education has become a core value in the academic and workforce environments. Academic and professional organizations share an underlying mission that holds academic institutions to a standard. Programs conform to these standards set forth by these organizations in order to remain current, innovative, and adaptive in the effort to move health science forward. There is a shift in the healthcare industry that expects a workforce that is equipped with the skills necessary to work in an environment that is increasingly collaborative, technologically advanced, and global. Our College must align not only with our University mission of being Catholic, Vincentian, Metropolitan and Global but also with current industry needs in terms of developing forward-thinking, innovative, collaborative, students that are competitive and marketable for current and future employment. Furthermore, the missions of the individual programs must also align with current practice and pedagogical standards, by striving to provide robust curricula that are responsive to the changing needs of the healthcare industry. The College is composed of multiple health science programs; therefore, the college must make use of these opportunities to enhance interprofessional education, research and training, as well as, expand into other aligned programmatic fields.

SD3.1 Develop optimal curricula for all programs and ensure we have methods to ensure continuous quality improvement.*

*PharmD

Rad Sci

PA

Clinical Laboratory Science

Toxicology

Graduate programs

- Pharmaceutical Sciences
- Pharmacy Administration
- Masters in Public Health

Obj 3.1.1 From 6/1/2015- 9/1/2016, ensure each College program has a curricular map.

Accountable: Chairs of Curriculum Cmtees and Assessment Cmtee

Obj 3.1.2 From 6/1/2015-4/29/2020, complete an annual review of programmatic outcomes and implement revisions in the curricula. Accountable: Chairs of Curriculum Cmtees and Assessment Cmtee

Obj 3.1.3 From 1/1/2016-9/1/2020, establish an external body available for consultation with our Curriculum Committees to ensure that our curricula are current. Accountable: Dean

Obj 3.1.4 From 6/1/2015-9/1/2018, enhance the use of student portfolios across all programs in the College and utilize the system to measure student progress against program outcomes. Accountable: Chairs of Curriculum Cmtees and Dean for Assessment and Chair of Assessment Cmtee

Obj 3.1.5 From 9/1/2016-6/1/2018, continue to enhance curricula that allow students* to graduate with specialized certifications. Accountable: Chairs of Curriculum Cmtees
*all programs in the College

Obj 3.1.6 From 6/1/2016-9/1/2017, formalize the process to provide students the ability to identify career options earlier in their education and to pursue career tracks in the curricula. Accountable: Dir Career Services, Senior Associate Dean of Pharmacy and Program Directors

Obj 3.1.7 From 9/1/2015-6/1/2018, design curricula that graduate healthcare professionals reflective of the University mission. Accountable: Executive Committee/Dean and Ad hoc Curriculum Development Committee

SD3.2 Cultivate and enhance professionalism within the College community.

Obj 3.2.1 From 12/1/2015-9/1/2020, all students will be required to join a professional society and must attend a minimum of one meeting annually during their professional years. Accountable: Senior Associate Dean of Pharmacy and Program Directors

- Need to help students determine which organization might best benefit their development. [Recommend state or local]

Obj 3.2.2 From 9/1/2016-9/1/2017, provide targeted workshops for faculty, administration, staff and students to enhance professionalism. Accountable: Chair Faculty Affairs/Development/Student Affairs/Dir of Career Services
Partner with available college resources, e.g. University Student Affairs.

Obj 3.2.3 From 9/1/2015-9/1/2020, all programs will be required to develop objectives to enhance professionalism among faculty, staff, stakeholders and students. Accountable: Senior Associate Dean of Pharmacy, Program Directors and Executive Cmtee

SD3.3 Inculcate interprofessional education throughout the College.

Obj 3.3.1 From 6/1/2016-12/1/2017, establish a Central Office for Interdisciplinary/Interprofessional Education to coordinate, expand and diversify our interdisciplinary/interprofessional offerings. Accountable: Dean

Obj 3.3.2 From 6/1/2015-9/1/2020, design curricula that provide opportunities for interprofessional education, both didactic and experiential . Accountable: Chair of Interprofessional Education Cmtee and Chairs of Curriculum Cmtees

Obj 3.3.3 From 6/1/2015-3/1/2016, establish an interdisciplinary/interprofessional advisory Board that serves all programs of the College. This will help promote interprofessional education

and development of graduates who are capable of practicing within diverse health care teams.
Accountable: Dean and Program Directors

Obj 3.3.4 From 6/1/2015-3/1/2020, develop infrastructure and identify resources, both financial and professional, to support interprofessional education. Accountable: Dean and Chair of IPE Cmtee

Obj 3.3.5 Fall 6/1/2015-3/1/2020, identify outside resources, stakeholders and partners that can be utilized to expose students to interprofessional career opportunities (ie managed care, long term care, behavioral medicine, psychiatry). Accountable: Chair of Interprofessional Education Cmtee, Chairs of Curriculum Cmtees and Dean

CRITICAL ISSUE 4: How do we improve and leverage our facilities, equipment and infrastructure to attract and retain the highest quality students, faculty and staff?

CURRENT SITUATION: Excellent health care programs require excellent facilities. Modern and technologically advanced facilities are a tremendous aid to the recruitment of not only students, but also world class faculty. St. Albert Hall houses all of the teaching and research laboratories on the St. John's University campus. St. Albert Hall was constructed in 1961. Minor renovations and improvements have been performed over the past five decades. In 2008-2009, there was a \$20 million renovation which improved the teaching, learning, and research environment of St. Albert Hall; however, many areas of St. Albert Hall, particularly the research laboratories, still require major upgrades. The infrastructure of this building is outdated with inadequate electrical and HVAC systems. In 2012, there was a major power outage on the Queens campus that dramatically affected St. Albert Hall. This outage damaged and destroyed research equipment and had an extremely negative impact upon the college's academic and research programs. There is also a noteworthy lack of required equipment and facilities for the clinical healthcare programs, in particular, state of the art clinical simulation laboratories. This is a major disadvantage to our students when they begin their experiential education.

The classrooms on both the Queens campus and Bartilucci Center are not equipped to accommodate the large class size of our programs. The two major large classrooms: Marillac Auditorium and St. Albert Hall B70/75 are outdated and not suitable for active learning. These two rooms are the only facilities that can accommodate more than 150 students. Therefore, the students in our programs are at disadvantage due to the lack of available options for active learning classrooms.

SD4.1 Establish a state-of-the-art clinical simulation center.

Obj 4.1.1 From 6/1/2016- 12/1/2016, establish an ad hoc committee with interdisciplinary representation from the clinical programs to enhance creation of the clinical simulation center.
Accountable: Executive Cmtee and Department Chairs

- Partner with IT Eric Alvarado who has expertise

Obj 4.1.2 From 12/1/2016-5/31/2017, based on the interdisciplinary committee findings, a proposal should be submitted to the Dean's office for review. Accountable: Chair of new Interdisciplinary Committee

Obj 4.1.3 From 6/1/2019-6/1/2020, the interprofessional clinical simulation center* will be completed. Accountable: Dean

*Working definition: provides student opportunities to practice with equipment in an environment that prepares them for direct patient care through team-based practice models.

SD4.2 Modernize and expand current on-campus facilities and infrastructure, e.g. research labs, teaching labs, classrooms, student spaces and offices.

Obj 4.2.1 From 6/1/2018-1/1/2020, establish a Multidisciplinary Office of Translational Research to evaluate potential for extramural funding and team research that translates into clinical practice. Accountable: Executive Committee

Obj 4.2.2 From 6/1/2016-9/1/2016, B70 and B75 will be renovated as smart rooms. Accountable: Executive Committee

Obj 4.2.3 From 6/1/2017-9/1/2017, Bartilucci Center classrooms will be renovated as smart rooms. Accountable: Executive Committee

Obj 4.2.4 From 1/1/2016-9/1/2016, develop a renovation plan for all research and teaching labs in the College. Accountable: Executive Committee

Obj 4.2.5 From 6/1/2015-1/1/2017, complete a feasibility study for a new health sciences building. Accountable: Executive Committee

CRITICAL ISSUE 5: How do we broaden the offerings of the College to increase our competitive advantage and enhance our revenue streams?

CURRENT SITUATION: The healthcare environment is witnessing a great deal of change especially with the evolving role and responsibilities of health professionals such as pharmacists and physician assistants in the present healthcare system. The current offerings in the College center around clinical knowledge and the use of this knowledge to review treatments prescribed for their patients. The focus is on training students to ensure accurate delivery of healthcare services to their patients, and educate patients about their treatment. With changes in how healthcare is delivered to a diverse patient population, future healthcare professionals would have to apply their knowledge and skills to provide culturally competent patient-centered care, work in a team-based environment, communicate effectively with their patients, demonstrate entrepreneurial and leadership qualities, and be involved in continuous development of their professional skills and knowledge. Currently, within the College, training is offered in the areas of pharmacy practice, physician assistant, clinical laboratory sciences, radiologic sciences and public health. Research-based graduate training in the areas of toxicology, pharmacy administration, pharmacology and medicinal chemistry prepare our

students for careers in academia, pharmaceutical industry and government. At the University level, programs are available in the area of communication, marketing, finance, law, economics, education and entrepreneurship. Courses in these areas are taught by expert faculty members who also dedicate their time to state-of-art research and mentoring students. In the future, these resources within the College and across the University can be used to (1) offering dual degree programs such as PharmD-MPH, PharmD-MBA, (2) expand current graduate programs (i.e. offer PhD in Pharmacy Administration), as well as modify current program curricula to include business, leadership and entrepreneurial skills, (3) develop new programs such as Physical Therapy and Occupational Therapy, and (4) develop certification programs for continuous professional development.

SD5.1 Establish joint degree programs both within the College and across the University.

Obj 5.1.1 From 6/1/2016-1/1/2018, develop an evaluation model for new joint degree programs that takes into account 1) consistency with mission, 2) contribution margin, 3) demand index, and 4) marketability. Accountable: Dean

Obj 5.1.2 From 6/1/2015-1/1/2018, offer a guaranteed spot in graduate/professional programs (e.g. MBA, MPH, MS Pharm Ad and JD) within the University for graduates of our College programs who have a minimum GPA of 3.0, have graduated within 5 years and have met admission requirements. Accountable: Dean

SD5.2 Establish new programs, advance certificates, CE component and residencies.

Obj 5.2.1 From 6/1/2015-3/1/2016, develop an evaluation model for new CE programming that takes into account 1) consistency with mission, 2) contribution margin, 3) demand index, and 4) marketability. Accountable: Dean and Assessment Committee

Obj 5.2.2 From 9/1/2016-9/1/2018, expand certificates for the Radiologic Sciences program and Clinical Laboratory Sciences program. Accountable: Program Directors

Obj 5.2.3 By From 6/1/2016-9/1/17, establish a Bachelors in Biomedical Sciences. Accountable: Dean

*Assumes Board approval in September, 2015

Obj 5.2.4 From 6/1/2015-12/30/2016, create post-graduate residency programs (i.e. PharmD, PA). Accountable: Dean and Program Director

Obj 5.2.5 From 6/1/2017-1/1/2018, create online/hybrid masters degrees in PA, MPH and CLS for individuals already in these professions. Accountable: Senior Associate Dean of Pharmacy and Program Directors

CRITICAL ISSUE 6: How do we increase our research, scholarship* and extramural funding?

*Adopt the University's definition or create our own definition.

CURRENT SITUATION: In order for a University to excel as an institution and provide an excellent education for their students, research and scholarship are paramount. Over the past several years,

St. John's University has been primarily focused on teaching with little emphasis on research, scholarship and extramural funding. Although scholarship activities have been increasing, productive research, scholarship and extramural funding need to be enhanced and incentivized. The College needs to provide support for scholarship and research on multiple levels. Currently neither the physical infrastructure of St. Albert Hall nor the support personnel foster high quality research (see Critical Issue 4). A positive environment to encourage collaboration among faculty and students within the departments has not been established as there are no incentives or release time from teaching to perform scholarly activities, seek extramural funding or network with potential sponsors. There are no strong affiliations with the clinical sites to promote collaborative research with the clinical faculty or the basic/administrative faculty. Currently there is no designated faculty member to mentor faculty in the area of scholarship or administrator/faculty charged to aid in the seeking of extramural funding.

SD6.1 Establish our research agenda.

Obj 6.1.1 From 6/1/2015-9/1/2015 and ongoing, reward faculty publications in journals with discipline-appropriate benchmark impact factors. Accountable: Dean

Obj 6.1.2 From 6/1/2015-9/1/2016, develop mechanisms to provide faculty release time for writing and submitting grant proposals. Accountable: Dean

Obj 6.1.3 From 9/1/2015-9/1/2016, establish a process to provide incentives from the College for faculty who obtain extramural funding. Accountable: Dean

Obj 6.1.4 From 9/1/2015-9/1/2016, establish a formalized process for teaching reduction or recognition of time and effort spent mentoring undergraduate and graduate students, residents and Fellows. Accountable: Dean and Personnel & Budget Cmtee

Obj 6.1.5 From 6/1/2015-9/1/2016, establish a system that provides both financial and personnel support for participating in conferences and workshops relating to research. Accountable: Dean and Personnel & Budget Cmtee and Department Chairs

Obj 6.1.6 From 6/1/2015-9/1/2018, develop a system for intellectual property protection and promotion within the College. Accountable: Dean and Vice Provost for Grad Education & Research

Obj 6.1.7 From 6/1/2015-9/1/2016, establish a formalized grantsmanship program specific to the College to help educate and inform individuals on the process for finding and securing funding. Accountable: Chair of Faculty Development Cmtee and Dean

SD6.2 Increase partnerships to share our expertise and collaborate in possible research opportunities.

Obj 6.2.1 From 9/1/2015-9/1/2018, design and establish a formal faculty research retreat to increase visibility of faculty research and foster research collaboration. Accountable: Chair of Faculty Development Cmtee

Obj 6.2.2 From 9/1/2015-9/1/2018, provide a College-based equipment core facility and technical support to facilitate access, research and increased collaboration. Accountable: Dean