

Memorandum

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TO: Board of Governors
FROM: Martha Crago, Vice-Principal (Research and Innovation)
SUBJECT: Repeal of *Guidelines and Procedures for Disposal of Major Research Instruments, Equipment and Software*
DATE: April 26, 2018
DOCUMENT #: GD17-59

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE & EXPECTED OUTCOME Board approval is sought to repeal the *Guidelines and Procedures for Disposal of Major Research Instruments, Equipment and Software* (“Guidelines”), which will be replaced by the new *Research Asset Management Procedure* (“Procedure”) to be issued by the Vice-Principal (Administration and Finance) pursuant to and under the umbrella of the University’s *Procurement Policy*.

BACKGROUND & RATIONALE The Board approved the Guidelines (attached as Appendix A) in November 2010. The Office of Vice-Principal (Research and Innovation) and Procurement Services have developed a Procedure for research asset management, which improves and effectively renders the Guidelines obsolete.

The new Procedure applies to and governs the relocation, transfer, sale, or donation of all research assets owned or co-owned by the University, notwithstanding their location. This includes all research assets acquired by the University through purchase, transfer, donation, or fabrication. It covers topics not addressed in the existing Guidelines, such as end-of-life research assets, asset tracking and tagging, decommissioning costs, and how the proceeds from the sale of used assets should be used.

The new Procedure is presented to the Board of Governors for information in Appendix B. It will fall under the umbrella of the University’s *Procurement Policy*, as a secondary governance document, drafted for purposes of supporting the objectives of the Policy as defined by the *Policy for the Development and Review of Governing Documents*. At the present meeting, the Board of Governors will be asked to approve amendments to the *Procurement Policy* [GD17-58], which seek to clarify and render more explicit the Vice-Principal (Administration and Finance)’s authority to issue a Procedure under the *Procurement Policy*.

ALIGNMENT WITH MISSION The new Procedure establishes rules to optimize the lifecycle management of assets, contribute to increased efficiencies, and incorporate sustainability

AND STRATEGIC PRIORITIES	considerations into the management of research assets. As such, the new Procedure supports McGill's long tradition of excellence in research.
COMPLIANCE WITH UNIVERSITY POLICY	As the Guidelines' approving body, the Board is asked to repeal the Guidelines.
COMPLIANCE WITH LEGISLATION/ EXTERNAL REGULATIONS	The new Procedure conforms to the Tri-Agencies' as well as US granting agencies' requirements for research assets management, and reinforces the general intention of the Canada Foundation for Innovation in regard to asset lifecycle management beyond any extended warranty period.
RISK FACTORS	There is no significant risk in repealing the Guidelines as a new Procedure more in line with external and internal policies and regulations will be put in place.
SUSTAINABILITY CONSIDERATIONS	The new Procedure falls under the <i>Procurement Policy</i> , which integrates the principle of sustainability as a fundamental value in procurement activities. The Procedure operationalizes the sustainability principles found in the <i>Procurement Policy</i> : e.g. the tagging and tracking of research assets. The proper management of used and end-of-life equipment will further support McGill's research endeavors, promote sustainability goals and help safeguard natural resources following McGill's 4-R (rethink, reduce, reuse, recycle) hierarchy, in accordance with McGill's <i>Sustainability Policy</i> .
IMPACT OF DECISION AND NEXT STEPS	Once the Guidelines are repealed and the new Procedure is in place, the tracking of research assets throughout their life cycle will be significantly more efficient, in line with best practices and compliant with Tri-Agency requirements.
MOTION OR RESOLUTION FOR APPROVAL	<i>Be it resolved that the Board of Governors, on the recommendation of the Vice-Principal (Research and Innovation), repeal the Guidelines and Procedures for Disposal of Major Research Instruments, Equipment and Software effective May 1, 2018, the date of issuance of the Research Asset Management Procedure.</i>
APPENDICES	Appendix A: 2010 <i>Guidelines and Procedures for Disposal of Major Research Instruments, Equipment and Software</i> Appendix B: <i>Research Asset Management Procedure</i>



Guidelines and Procedures for Disposal¹ of Major² Research Instruments, Equipment and Software

Approved:

Board of Governors

November 30, 2010

Minute 4.1

Full history appears at the end of this document.

McGill University, as a publicly funded institution, has a responsibility to ensure the highest and best use of its research assets purchased with research funds. This policy statement adopts as its precepts the following:

1) **Principles for Implementation:**

- The University seeks to limit its environmental impacts through principles of sustainability (re-use and highest use of research instruments, equipment and software)
- The University seeks to ensure sound stewardship and public accountability with respect to its resources (effective use of research instruments, equipment and software)
- The University seeks to maximize use of public funds (balance trade-in allowances, sale and re-use of equipment)

2) **Constraints and Considerations of Implementation:**

- The source of funds from which the research instruments, equipment and software was purchased
- Ownership as dictated by third parties
- Joint use of equipment by multiple users
- Inter-institutional usage and relationships when a faculty relocates
- Ability to maintain and service the equipment
- Safety constraint of the research instruments, equipment and software

3) **Conditions for Disposal of Research Instruments, Equipment and Software:**

I. **When research instruments, equipment and software are purchased using internal McGill resources (e.g. start-up grants, endowed funds, faculty or departmental funds):**

All research equipment purchased with internal funds is the property of the University and will not normally be relocated to another institution as a result of faculty member relocation. If there is no existing or anticipated use for the equipment, then the University will consider selling or trading the instruments at an agreed upon price.

II. **When Research Instruments, Equipment and Software are Purchased with Granting Agencies Funds (including NSERC/CIHR/SSHRC/CIHR/CFI):**

If the research instruments, equipment and software were purchased with funds awarded to the University by granting agencies, the guidelines of the agencies on this matter will be followed.

Normally, the University will retain the research instruments, equipment and software when there is an existing need for it with the McGill community, supported by a history of use, or anticipated need as demonstrated by hiring plans. In such cases, the department where the equipment resides should be able to demonstrate an ability to manage and maintain the equipment with the principles, constraints, and considerations listed above (Sections 1 through 3) taken into consideration.

In the case of interest expressed by a relocating faculty member to transfer the equipment with him/her to another institution and provided there is no existing or anticipated use within McGill community, the University may agree to release the equipment provided there is no existing or anticipated use internally. In this instance, the University will recover any reasonable cash contributions it made at the time the equipment was purchased and, if appropriate, will make every effort to ensure access by our researchers to the equipment.

III. When Research Instruments, Equipment and Software are Purchased with Funds from Research Contracts:

If the research instruments, equipment and software were purchased with funds from research contracts, the terms and conditions of the contract relating to the ownership and/or disposal of the equipment will be followed.

In instances where the University retains ownership of the equipment, decisions regarding disposal will rest on the principles, constraints and considerations listed above (Section 1, 2 & 3).

4) Procedures for Disposal of Research Instruments, Equipment and Software

- Identifying the items, the purchase price, the Principal Investigator, PO number, Fund number, source of funding, etc.
- Identifying any existing contracts related to service/maintenance
- Identifying age and general conditions of the equipment
- Identifying the safety aspects and the need for decontamination from hazardous material
- Propose plan for disposal: i.e. trade-in, sale, donation, transfer to another institution, etc
- Estimated fair market value, if available
- Propose potential buyer, if identified
- Obtaining approval as per section 5 below
- Submit request to Procurement Services for follow up action on disposing the equipment.

5) Approval Process

Any disposal of research instruments, equipment and software will be subject to approval of the Department Chair and the Dean of the Faculty for items with a purchase value of less than CDN \$150K (pre-taxes); and the Vice-Principal (Research and International Relations) for items exceeding this value, and in accordance with the University Procurement Policy.

6) Distribution of Sales Proceeds:

For items with an original purchase price of less than CDN \$150K (pre-taxes), any revenues received from a sale will be retained by the Department. For items with an original purchase price above CDN \$150k (pre-taxes) that were purchased using external funds, any revenues received will be distributed equally between the department, the faculty, and the central administration. For items with an original purchase price above CDN \$150k (pre-taxes) that were purchased using internal university funds, any revenues received will be returned to the source(s) of the internal funds.

The agreement for the disposal of equipment should be in writing with a copy of the document (along with pertinent signatures) sent to the Department, Faculty and OVPRIR where appropriate, depending on total value of the item(s).

7) Notification of Disposal

Within seven (7) days from the disposal and removal of the research instruments, equipment and software from the University, the Dean shall notify the Office of Risk Management to adjust any insurance notices and appropriately update the list of research instruments, equipment and software inventory.

- ¹ For greater clarify, "disposal" can be carried out in any of the following forms: Sale, trade in, salvaged, donated or scrapped.
- ² For the purposes of this document "Major" is defined to align with NSERC RTI programs to mean research equipment and software (or combinations of equipment and software) with a purchase price in excess of CDN \$150K (pre-taxes).

<i>History</i>		
<i>Approved:</i> Board of Governors	November 30, 2010	Minute 4.1



PROCEDURE TITLE	RESEARCH ASSET MANAGEMENT PROCEDURE
Executive Sponsor	- Vice-Principal Administration and Finance - Vice-Principal Research and Innovation
Initial Approval Date	February 13, 2018
Date of Last Review	April 23, 2018

Related Documents	<ul style="list-style-type: none"> • Procurement Policy • Asset Declaration or Change Form • Authorization Form for the Management of Used or End of Life (U/EoL) Research Assets • Criteria for the Tracking of Research Assets • U/EoL Research Asset Management Funding Request Form
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PART I – PURPOSE AND SCOPE

The McGill University Research Asset Management Procedure (“Procedure”) is a secondary document to the Procurement Policy, and is established, approved and issued under the authority granted thereunder to the Vice-Principal (Administration and Finance).

The aim of this Procedure is to adopt and implement best practices for the management of Research Assets at the University in order to monitor and optimize the material and financial flows associated with the Research Asset lifecycle.

This Procedure identifies, establishes and defines the activities, roles, and responsibilities for the proper management of Research Assets at the University along their lifecycle. This involves the ongoing maintenance of asset records, which enables inventorying activities, facilitates equipment sharing, allows for the regular updating of insurance information, and sets the conditions for transactions such as sales, transfers and donations.

This Procedure applies to and governs the relocation, transfer, sale, or donation of all Research Assets owned or co-owned by the University, notwithstanding their location. This includes all Research Assets acquired by the University through purchase, leasing, transfer, donation, or fabrication.

The management of Research Assets in accordance with this Procedure ensures the University's compliance with governmental and granting agency requirements. It also brings the lifecycle management of Research Assets in alignment with the following University policies:

- ✓ *McGill University's Procurement Policy (effective April 2013)*
- ✓ *McGill University's Sustainability Policy (effective May 2010)*
- ✓ *McGill University's Environmental Policy (effective October 2002)*

This Procedure does not apply to Animals, Intellectual property and Consumables such as lab supplies, chemicals, reagents etc.

PART II – PROCEDURAL CONTENT

1. Definitions

See Appendix 1: "DEFINITIONS"

2. Ownership

Research Assets are either fully owned by the University, leased on behalf of the University, or co-owned as defined by inter-institutional agreements. Research Assets shall not be given away, or taken away for personal benefit under any condition.

3. Research Asset Identification

All Research Assets meeting any of the Criteria for the Tracking of Research Assets must be identified by affixing a tag with bar coding that links to the Central Asset Management System. The Asset Coordinator is responsible to ensure that all such Research Assets are tracked and tagged.

4. Central Asset Management System

The Central Asset Management System is used for the central collection and maintenance of asset information for Research Assets meeting any of the Criteria for the Tracking Research Assets, including all information as prescribed in the Appendix 2: "RESEARCH ASSET INFORMATION REQUIREMENTS". The Asset Coordinator is responsible for data entry and upkeep.

5. Research Asset Lifecycle Stages

This Procedure prescribes asset management activities for Research Assets along the following lifecycle stages:

5.1 Acquisition

5.1.1 Acquisition through Purchases and Leases

Research Assets may be acquired through purchase, or leasing, from external organizations by entering into a supply contract (and/or issuing a purchase order).

5.1.2 Acquisition through incoming Transfers and/or Donations

Research Assets may be acquired through incoming transfers and/or donations from third parties, including other institutions. Such transfers and donations shall be handled in accordance with the Procedure for the Acquisition of Research Assets.

5.1.3 Acquisition through Fabrication

Research Assets may be acquired when University community members create Research Assets by assembling various components (themselves purchased, transferred, donated or fabricated). When completed and ready for use, and when they meet any of the Criteria for the Tracking of Research Assets, these fabricated Research Assets must be declared and recorded in the Central Asset Management System, by using the Asset Declaration or Change Form. Reconciliation may need to be performed if the components used to build the Research Asset were themselves already recorded in the system. Buyers from Procurement Services may be consulted in relation to the financial evaluation of fabricated Research Assets.

5.2 Use Maintenance and General Stewardship Changes

The University empowers Asset Stewards to ensure that the University's research community maintains and optimizes the useful life of all Research Assets.

5.2.1 Location changes

Whenever a change is brought to the location or stewardship of the Research Asset, the Asset Steward is responsible to ensure that a "Research Asset Declaration or Change Form" is filed in order for the change to be recorded in the Central Asset Management system.

5.2.2 Major upgrades and overhauls

In addition, the Asset Steward is responsible to ensure that any major upgrades/overhauls resulting in the Research Asset's meeting any of the Criteria for the Tracking of Research Assets are documented in the Central Asset Management System by filing a "Research Asset Declaration or Change Form". Buyers from Procurement Services may be consulted for assessing the revised value.

5.3 Management of Used or End-of-Life (U/EoL) Research Assets

The University deems it part of its duty to promote and facilitate the continued utilization of Used Research Assets, whether by a new Asset Steward or external parties. This Procedure must govern all activities pertaining to the management of Used or End-of-Life Research Assets, including reuse at McGill University, as well as sales, transfers, or donations involving external parties.

The management of U/EoL Research Assets must comply with granting agencies' and governmental requirements. It must also follow the University's 4-R hierarchy (Rethink, Reduce, Reuse, and Recycle) as per the University's Environmental Policy (2002).

The University's Research Assets can be reused but cannot be sold across the University's Departments, Faculties or Units.

All Research Asset information and relevant authorizations must be consigned in the Authorization Form for the Management of U/EoL Research Assets (“U/EoL Form”). Unless it is determined that a Research Asset is ineligible to U/EoL Management, or that it can be fully transferred to another institution, 7 pre-identified optimization scenarios can apply to the management of a U/EoL Research Assets. These scenarios are listed in the Appendix 3: “U/EOL MANAGEMENT SCENARIOS FOR RESEARCH ASSETS.”

5.3.1 Criteria for Decision Making

All decisions pertaining to the management of U/EoL Research Assets must be taken in consideration of the following criteria:

- Strategic value of the Research Asset
- The Sponsor’s requirements
- The health and safety profile of the Research Asset
- The Research Asset’s potential for reuse at the University
- The potential costs
- The Research Asset’s residual value
- The Impact on University researchers and partners

5.3.2 Mandatory Steps for the Management of U/EoL Research Assets (see visual flow chart in Appendix 4)

Step A: Request to initiate U/EoL Management

The U/EoL Management procedure is initiated by the Research Asset’s Steward. To do so, the Asset Steward must complete Part “A” of the U/EoL Form and submit it to the Dean for signature (an email confirmation will also suffice). The U/EoL Form is then sent to the Office of the Vice-Principal, Research and Innovation (OVP-R&I), for assessment.

Step B: Initial Assessment by OVP-R&I

Administrators from the OVP-R&I determine what can or cannot be done with the identified Research Asset, according to relevant granting agency rules and regulations, by reviewing Part “A” of the U/EoL Form and assess:

- The Strategic value of the Research Asset
- The granting agency’s or donor’s requirements
- The Impact on University researchers and partners

Three outcomes to the OVP-R&I assessment are possible:

B.1 U/EoL Ineligibility

The Research Asset is not eligible for U/EoL Management and the request to initiate the U/EoL Procedure is denied.

- I. OVP-R&I completes Part “B.1” of the U/EoL Form outlining the reasons for the ineligibility and sends the U/EoL Form back to the Asset Steward by email.

B.2 Unconditional Approval to transfer to another university

The Research Asset is eligible for transfer.

- I. OVP-R&I, completes Part “B.2” of the U/EoL Form, notifies the Asset Steward and/or the Faculty of the approval.
- II. OVP-R&I forwards the Form to the Asset Coordinator, who updates the Central Asset Management System.

B.3 Scenario Optimization by Procurement Services

The U/EoL Research Asset is eligible to U/EoL Management but Scenario Optimization is required.

- I. OVP-R&I, completes Part “B.3” of the U/EoL Form, and forwards the U/EoL Form to Procurement Services
- II. Procurement Services work with the Asset Steward and EHS to:
 - Establish the health and safety profile of the Research Asset;
 - Estimate The Research Asset’s residual value;
 - Clarify the Research Asset’s potential for reuse at the University;
 - Identify the potential costs associated with U/EoL scenarios and/or;
 - Select the appropriate contracted downstream processor.
- III. Procurement Services presents the optimal U/EoL Management Scenario, along with logistical steps and financials, for final authorization (see Part C) below.

Step 3: Executive Summary and Final Authorizations(s)

The details of the chosen scenario are documented and relevant authorisation is obtained.

- I. Procurement Services prepares an Executive Summary and obtains final sign-off by the appropriate authorities.
- II. Procurement Services executes the appropriate transactions and updates the Central Asset Management System to reflect the U/EoL Management outcome.

5.3.3 U/EoL Management Expenses

Before a U/EoL Research Asset is transferred and relocated by the new Asset Steward or is removed for Downstream Processing, the U/EoL Research Asset must go through Decommissioning. The Faculty in possession of the U/EoL Research Asset is responsible for all related costs. The Faculty may be eligible to receive funding from the U/EoL Research Asset Management Fund, depending on the Faculty's financial situation and fund availability. Funds may be requested by submitting the appropriate form to the OVP-R&I.

The University maintains contracts with local, certified, recyclers for the downstream processing of EoL Research Assets, with the service fees calculated net of the monies generated from material recovery.

5.3.4 U/EoL Management Proceeds

All revenues from sales of U/EoL Research Assets shall first serve to pay for U/EoL Management-related expenses. Accordingly, proceeds are always calculated net of these costs. Proceeds shall be used for Eligible Expenses as defined in section 5.3.5.

Proceeds from the sale of Research Assets will be distributed according to the following rules:

- If the Asset Steward no longer holds a primary academic appointment at the University:
 - 50% of the proceeds from the sale of the Research Asset will be transferred to the U/EoL Research Asset Management Fund.
 - 50% of the proceeds will go to a research fund, under the Faculty which was in possession of the Research Asset.
 - When/if a Faculty holds such a research fund and it has been inactive for 12 months or more, the balance will be transferred to the U/EoL Research Asset Management Fund.

- If the Research Asset's Steward still holds a primary academic appointment at the University:
 - 50% of the proceeds will be deposited in a new research fund opened in the Asset Steward's name.
 - 50% of the proceeds will go to a research fund, under the Faculty which was in possession of the Research Asset.
 - When/if a Faculty or an Asset Steward holds such a research fund, and it has been inactive for 12 months or more, the balance will be transferred to U/EoL Research Asset Management Fund.

Notwithstanding the above, in the event the Downstream Processing of an EoL Research Asset is handled by Hazardous Waste Management Services, any proceeds will be returned to Hazardous Waste Management Services.

5.3.5 Eligible Expenses

In accordance with the requirements of granting agencies that proceeds from the sale of Research Assets must be reinvested in research, the "eligible expenses" for which these proceeds can be used, are:

- Relocation costs for Research Assets;
- Extended warranties for Research Assets;
- Costs associated with training staff to use Research Assets or a specialized facility;
- Maintenance and operating costs of Research Assets;
- Decommissioning costs associated with End-of-Life and Used Research Assets.

6. Research Asset Management Steering Committee

A committee of representatives from Financial Services, Procurement Services, Hazardous Waste Management Services, and from the Asset Stewards, Faculties, and OVP R&I, will oversee and review the effectiveness of this Procedure and its provisions. The Committee shall thoroughly assess the successes and challenges (behavioural/technical/economical/logistical) met by the community in managing the Research Asset lifecycle in accordance with this Procedure.

Consequently to such assessment, and upon unanimity by its members on the matter, the Steering Committee may recommend amendments to this Procedure and its related forms.

7. Enforcement

Compliance with this Procedure will be audited on a regular basis by the University's Internal Audit unit. Non-compliance with this Procedure will be escalated for remediation to the appropriate Faculty Dean or the Office of the Vice-Principal, Administration and Finance. Material violations or repetitive non-compliance with this Procedure may result in sanctions applied in a manner consistent with the provisions relating to disciplinary measures contained in University policies, regulations or collective agreements.

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APPENDIX 1: DEFINITIONS

Asset Management Program

Framework of University-wide asset management activities, processes, responsibilities, governing documents and management tools.

Asset Steward

Person accountable for the custody of the Research Asset (typically the fund holder), or in the absence of this person, the Faculty that has become accountable for the custody of the Research Asset.

Asset Coordinator

Person responsible for the use and upkeep of the Central Asset Management System.

Central Asset Management System

Asset management tool sanctioned by the University for tracking and inventorying University Assets.

Decommissioning

Physical preparation of U/EoL Research Assets (defined below) for transfer and relocation, or removal for downstream processing, including all related steps such as decontamination, data-sanitization, packaging, transportation, etc.

Decommissioning Costs

All expenses related to the decommissioning of any U/EoL Research Asset.

Downstream Processing

A U/EoL Research Asset is taken to a pre-approved local dismantling and/or recycling facility for material recovery.

End-of-Life Research Assets (EoL)

Any Research Asset that can no longer be used in its current state, because it is worn out, damaged or otherwise unusable.

Research Asset

Any asset, such as equipment, scientific instrument, vehicle, furniture, appliance, tool, IT-equipment, database or accessory that is used for research purposes.

Research Asset Management

Refers to the management of the following stages of an asset's lifecycle: 1) Acquisition, 2) Use and Maintenance, 3) Management of Used or End-of-Life (U/EoL) Research Asset.

Proceeds from Research Asset Sales

All revenues from the sale of U/EoL Research Assets, net of Decommissioning Costs.

Used Research Asset

Any Research Asset which is still functional, but is no longer needed by its current Asset Steward (i.e. identified as surplus and eligible for U/EoL management).

U/EoL Research Asset Management Fund

Fund, under the responsibility of the Office of the Vice-Principal, Research and Innovation ("OVP-R&I"), used to finance activities associated with the management of Used or End-of-Life Research Assets.

Criteria for the Tracking of Research Assets

Criteria based on the initial acquisition value of a Research Asset, its environmental, health and safety profile, or data content, used to mandate the tracking of certain Research Assets. Research Assets meeting this Criterion must be assigned a specific asset number and entered in the Central Asset Management System.

APPENDIX 2: RESEARCH ASSET INFORMATION REQUIREMENTS

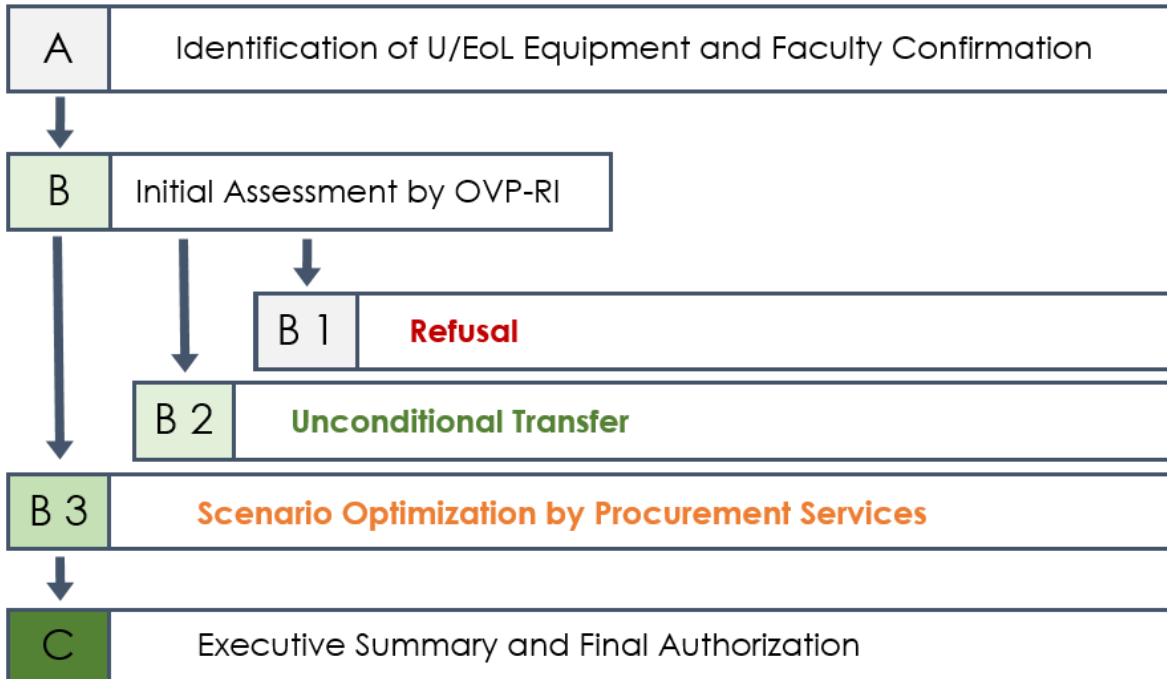
1. Asset Record Type
2. Asset ID
3. Asset name / description
4. Asset Steward
5. Manufacturer / Supplier
6. Model #
7. Serial #
8. Current Location
9. Faculty
10. Asset Status
11. Purchase Order
12. Asset Approximate Net Cost
13. Assigned value
14. Delivery date
15. Warranty information
16. Expected service life

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APPENDIX 3: U/EOL MANAGEMENT SCENARIOS FOR RESEARCH ASSETS (RA)

U/EoL Scenario	Definition	Conditions
1. RA trade-In	Used RA is exchanged with a supplier/distributor with additional funds to change the RA for another piece of equipment.	May depend on the source of funding, the value of the RA, as well as space/energy constraints.
2. Reuse at McGill	Asset Steward transfers Used RA to a new Asset Steward.	May depend on the source of funding, the age and the value of the equipment. Internal sales (across McGill Faculties) are not permitted.
3. External sale for reuse outside McGill	Used equipment, which is no longer needed at McGill but can still be used for research and/or teaching and learning activities, is sold to another organisation outside McGill.	May depend on the source of funding, the age and the value of the equipment. Where possible, local sales should be prioritized, then provincial, national, and international sales should be allowed.
4. Sale of RA to leaving researcher	Used RA is no longer needed at McGill and is sold to the researcher leaving for continued research in another university.	Only if RA cannot be reused at McGill. Destination location must meet granting agency requirements.
5. External donation	Used RA is no longer needed at McGill and is donated to another research or post-secondary institution for continued research or teaching and learning activities.	Only allowed if the research fund is closed, if the RA cannot be reused at McGill, and if the RA cannot be sold with Procurement Services support.
6. Parts harvesting at McGill	End-of-Life RA is taken apart to extend the life, or upgrade another RA being used at McGill.	RA must be EoL
7. Downstream Processing for Material Recovery	RA is sent to Hazardous Waste Management, or picked-up by contracted service provider for local downstream processing.	RA is completely obsolete and/or broken beyond repair. Proceeds from material recovery must be used to cover decommissioning costs. Additional charges may apply, if necessary, and should be paid for by the Faculty.

3 Steps for managing *Used or End-of-Life (U/EoL) Research Assets*



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