

FAYETTEVILLE STATE UNIVERSITY

CENTERS AND INSTITUTES

Authority:	Issued by the Chancellor. Changes or exceptions to this administrative policy may only be made by the Board of Trustees.
Category:	Academic Affairs
Applies to:	● Administrators ● Faculty ● Staff
History:	Revised – December 10, 2009 Approved – June 1, 2009 First Issued – June 3, 2009
Related Policies:	<i>Planning, Establishing, and Reviewing Centers and Institutes in the University of North Carolina</i> [UNC Policy 400.5R]
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I. PURPOSE

A center/institute provides an organizational base for achieving Fayetteville State University's (FSU) mission through research, continuing education, service learning, or community outreach and engagement in an academic area or closely related area. A center/institute often provides a vehicle for interdisciplinary research involving faculty and students as well as collaboration among internal administrative units and the external community. For the purposes of classification, there is no technical distinction between the terms *center* and *institute*. An institute frequently refers to an entity having a broader scope of activity than a center; thus an institute may create centers as separate units within its administrative structure.

Centers/ institutes serve an especially important function in prompting economic, social, and cultural transformations of southeastern North Carolina and beyond and may require new infrastructures to facilitate administration, fiscal management, and on-going activities. An FSU center/institute may include the participation of other institutions, agencies, or organizations, such as other colleges and universities, schools, hospitals, industry, foundations, or governmental bodies. A center/institute at FSU shall not have jurisdiction over academic curricula, although it may offer courses in cooperation with academic units.

The purpose of this policy is to provide a uniform framework governing the establishment, review, and discontinuation of centers/ institutes to ensure the effective and efficient use of FSU resources.

II. PLANNING A SINGLE FSU CENTER/ INSTITUTE

A single FSU center/institute does not include another University of North Carolina (UNC) campus and will not require significant, sustained, and necessary multi-campus collaboration. Planning for a single FSU center/institute shall be in accordance with the requirements outlined below.

A. Request to Plan a Center/ Institute

A *Request to Plan* a center/institute shall be made to the Provost and Vice Chancellor for Academic Affairs (Provost) by the Dean of the school/college in which the center/institute is proposed to be located. Upon approval by the Provost, a request to plan shall be submitted to the Chancellor. A *Request to Plan* shall, at a minimum, include the following:

- Rationale for the creation of the proposed center/institute;
- Explanation of the relationships of the proposed center/institute to the FSU's mission, strategic plan and organizational structure;
- Long-term and short-term objectives of the proposed center/institute and why the objectives cannot be achieved within FSU's existing structure;
- Discussion of why the proposed center/institute is different from similar centers, institutes, or units at FSU;
- Any proposed relationships with groups or individuals external to FSU (e.g., other universities or governmental agencies);
- Funding projections to include potential sources and estimated funding to initiate and sustain the proposed center/institute (include a five-year projection);
- Milestones and timelines associated with the planning period; and
- Names and positions of all individuals who will be involved with the request to plan.

B. Approvals

1. A *Request to Plan* shall be approved by the Provost prior to submission to the Chancellor for his or her consideration.
2. Upon the recommendation of the Chancellor, the Board of Trustees of may approve a request to authorize planning of a center/ institute.
3. The Chancellor shall notify the Provost and Dean, in writing, of his or her decision regarding the *Request to Plan*. The Chancellor shall also notify

the Provost and Dean, in writing, of any action taken by the FSU Board of Trustees.

C. Request by the Provost

Nothing in this section shall prohibit the Provost from developing a *Request to Plan* and submitting it to the Chancellor for approval.

III. ESTABLISHMENT OF A SINGLE FSU CENTER/ INSTITUTE

A. Request for Authorization to Establish

When a center/institute which has been approved for planning by the Chancellor and the FSU Board of Trustees is ready and able to demonstrate its viability, a formal *Request for Authorization to Establish* shall be prepared. The *Request for Authorization to Establish* shall be presented to the Provost by the Dean of the school/college in which the center is proposed to be located. Requests for authorization to establish centers/ institutes shall at a minimum include the items listed in the *Request to Plan* (Section II) as well as the following:

- Name of the proposed center/institute which reflects the center's or institute's mission and scope;
- Identification of the proposed center/institute as a research, public service, or instructional unit, which shall be in accordance with its primary mission and core activities. This identification will not prohibit the center/institute from conducting activities outside of its primary designated mission;
- Organizational structure of the proposed center/institute, including the name of a proposed director (if known), description of the membership and function of any proposed advisory or policy boards, and proposed responsibility structure;
- Statement on the anticipated effects of the proposed center/institute on the instructional, research and public service programs of FSU;
- Statement on immediate operating needs, such as equipment, library resources, and space needs, along with a five (5) year projection of those needs;
- Milestones and timelines associated with the establishment period; and
- Names and positions of all individuals who will be involved with the *Request for Authorization to Establish*

B. Approvals and Notifications

1. A *Request for Authorization to Establish* shall be approved by the Provost prior to submission to the Chancellor for consideration and approval.

2. Upon the recommendation of the Chancellor, the FSU Board of Trustees may approve a *Request for Authorization to Establish*.
3. The Chancellor shall notify the Provost and Dean, in writing, of his or her decision regarding the *Request for Authorization to Establish*. The Chancellor shall also notify the Provost and Dean, in writing, of any action taken by the FSU Board of Trustees.
4. Once a center/institute has been approved, the Provost shall be responsible for notifying the UNC Office of Research and Sponsored Programs.

IV. MANAGEMENT OF A CENTER/INSTITUTE

A. Director

1. Hiring a Director

Each approved center/institute shall have a director. The director shall be hired in accordance with FSU's *Recruitment and Selection of Senior Academic and Administrative Officers and other EPA Non-Faculty Employees* policy.

2. Responsibilities of the Director

At a minimum, the center/institute director shall be responsible for the day-to-day programmatic, fiscal and personnel operations of the center/institute.

3. Criteria for the Director's Review

The Director shall be an EPA employee and subject to the applicable EPA employment policies. The Director shall be subject to annual performance reviews, which at a minimum shall include a review of the Director's performance in relation to his or her individual goals; feedback on the Director's leadership from center/institute staff, partners and clients; and the Director's management of the fiscal and human resources of the center/institute.

B. Advisory/Policy Board

It may be determined that a center/institute shall have an advisory or policy board. Such boards do not have the authority to make hiring offers to directors or other staff. While boards may make recommendations regarding the use of center and institute funds, such entities do not have the authority to access, use, or otherwise control funds associated with the centers and institutes.

V. CENTER/INSTITUTE REVIEWS

A. Annual Review

There shall be an annual review of a center/institute by the Provost. No later than July 1st of each year, the Provost shall submit an annual report of each center/institute to the Chancellor. The Chancellor shall share the report with the FSU Board of Trustees.

B. Five (5) Year Review

Every five (5) years a comprehensive review shall be conducted by the respective Dean whose center/institute is in his or her school/college. The results of that review shall be provided to the Provost and Chancellor. The Chancellor shall share the results of the review with the FSU Board of Trustees.

The criteria for the five (5) year review shall include, but not be limited to the following:

- Performance of the center/institute against its stated objectives and goals;
- Quality and quantity of scholarly activity (as appropriate);
- Sufficient budget to continue operations;
- Responsible fiscal oversight;
- Assurance that the center/institute does not duplicate other institutional, UNC or State centers/institutes;
- Feedback from internal/external constituents.

C. Following each annual and comprehensive review, the Chancellor and Provost shall determine whether the center/institute is performing satisfactorily, whether it should be placed on probation for a defined period of time, or whether it should be discontinued. If a center/institute is placed on probation, the center/institute must take immediate steps to rectify problems identified in the review. A detailed plan shall be presented to the Provost showing how the Center will rectify all identified problems.

VI. DISCONTINUATION OF A CENTER/ INSTITUTE

A center/institute may be discontinued for a variety of reasons, including lack of fiscal resources for sustainability, termination of a supporting grant or award, lack of fit with departmental, college or institutional missions or objectives, or cases of extraordinary circumstances.

Regardless of the status of a center/institute, requests to discontinue a center/institute shall include a rationale for the discontinuation, a detailed statement of its financial condition, and a plan for phasing out the activities of the center/institute. The request to

discontinue shall be presented by the Provost to the Chancellor. If approved, the Chancellor shall recommend the discontinuation to the FSU Board of Trustees.

Nothing in this section shall prohibit the Chancellor from making a decision to discontinue a center/institute without a request from the Provost. The Chancellor shall present the request for discontinuation to the FSU Board of Trustees for approval.

A decision to discontinue a center/institute shall be communicated by the Provost to the UNC Office of Research and Sponsored Programs.

VII. UNC System Multi-Campus Centers and Institutes

Some centers/institutes will be established either to represent North Carolina in a federally funded and formula-based program, many of which require state matching funds, or through legislative action with requirements of multiple campus engagement. These entities, or University System Multi-Campus Centers and Institutes, will maintain varying levels of involvement from UNC General Administration throughout their life cycle.

A. Participants in a Federal Program

Centers/institutes that are established via a federally funded and formula-based program must, with guidance from UNC General Administration, identify an administrative campus within UNC. The administrative campus will retain responsibility for general and fiscal oversight with exception of the budget expansion request process, in which UNC General Administration will assist. A reporting line to UNC General Administration through the UNC Office of Research and Sponsored Programs will be maintained throughout the existence of these centers and institutes to ensure appropriate system level involvement in the federal review processes for these centers, institutes, and their directors. These entities may reach agreements with their administrative campuses to have any regularly occurring and extensive federal review meet the requirement for periodic external review. These centers and institutes may be discontinued only through a recommendation of the UNC President to the UNC Board of Governors for approval.

B. Legislatively Sanctioned Multi-Campus Centers and Institutes

Centers/institutes that are established via action of the North Carolina General Assembly and that require multiple campus engagement must, with guidance from UNC General Administration, identify an administrative campus in UNC. From the time of the enactment of the legislation, UNC General Administration will assist these entities and the administrative campus in the creation of planning, establishment, and other guiding documentation (such as bylaws, Memoranda of Understanding). Upon existence and enactment of these foundational documents,

the entity will come fully under the auspices of the administrative campus for general and fiscal oversight.

VII. EXCEPTION

This *Policy* does not apply to affiliated or associated entities, as defined by policies of the University of North Carolina.