



Re-Envisioning Centers and Institutes

Office of Academic Planning and Accountability

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Agenda

- I. Reason for Establishing Administrative Governance of Centers & Institutes
- II. Governing Documents
 - a. Policy Proposal
 - b. Guidelines and Procedures
- III. Questions



Reason for Establishing Administrative Governance of Centers & Institutes

Reason for Policy

The Problem

- The Board of Trustees' (BOT) By-Laws state that the Academic and Student Affairs Committee “shall consider all recommendations for academic centers [and] institutes...” but the BOT By-Laws nor any other governing documents:
 - Define “academic centers” and “institutes” governed by this provision
 - Delegate authority for review and approval of centers/institutes
- This has resulted in a **proliferation** of such organizational structures throughout UofL **with varying institutional accountability**.

The Solution

- Define the types of organizational structures that require BOT approval and regular review
- Jointly delegate authority to the appropriate University Administrators:
 - Research and Innovation
 - Academic Affairs
 - Health Affairs
- Provide operational guidelines and procedures for the governance of centers and institutes
- Establish approval and review processes based on effective planning and assessment practices

Centers & Institutes Policy Proposal

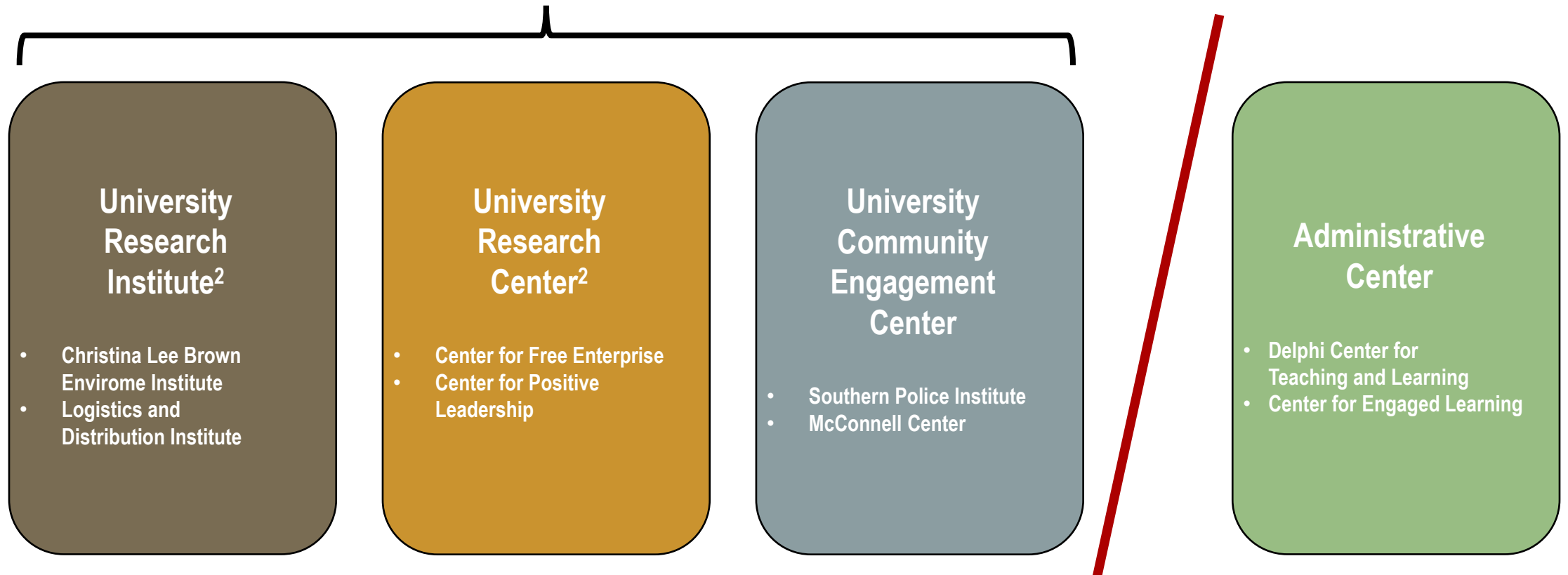
Centers & Institutes Policy Proposal

- Articulates the responsibility for managing, establishing, and/or approving an organizational structure that operates according to the definitions provided for a “center” or “institute”
- Acknowledges the importance of centers and institutes that fulfill the university’s research and service mission
- Provides clarification about the types of organizational structures that require approval and regular review
- Delegates authority to the Executive Vice President and University Provost, the Executive Vice President for Research and Innovation, and the Executive Vice President for Health Affairs to manage the establishment and review of centers and institutes and creation and revision of operational guidelines and procedures for such entities
- Provides definitions for University Research Institute, University Research Center, University Community Engagement Center, and Administrative Center and delineates which structures are governed by this policy
- Identifies the Accreditation and Academic Programs (AAP) unit, within the Office of Academic Planning and Accountability (OAPA) under Vice Provost Bob Goldstein, as the responsible university department for administering the policy

Definitions

Require BOT Approval &
Subject to C&I Guidelines and Procedures¹

Does NOT Require
BOT Approval



¹Board-approved centers and institutes will adhere to the Office of Communication and Marketing's branding standards unless there are specified stipulations from the funder.

²Industry and government-sponsored programs are administered by the Executive Vice President for Research and Innovation.

Centers & Institutes Guidelines and Procedures

Approval and Review Processes Administration

C&I Executive Council

- Executive Vice President and University Provost
- Executive Vice President for Research and Innovation
- Executive Vice President for Health Affairs

C&I Approval and Review Committee

- Office of Research and Innovation (1 – Co-Chair)
- Office of Academic Planning and Accountability (1 – Co-Chair)
- Office of Community Engagement (1)
- Office of Faculty Affairs (1)
- Graduate Council (1)
- Center for Engaged Learning (1)
- Office of Budget and Financial Planning (1)
- Vice Dean of Research in the School of Medicine (1)
- Faculty Senate (4)

Center/Institute Leadership

- Academic Unit Dean / Administrative Unit VP
- Center/Institute Director

Approval/Review Criteria

- Name of Center/Institute
- Center/Institute Director
- Needs & Benchmarking Analysis
- Center/Institute Operations
- Space
- Governance and Advisory Board (if applicable)
- **Operational Assessment Plan**
- **Assessment Plan Data Collection Schedule**
- Budget
- Organizational Chart
- Reporting Line
- Administrative Staff/ & Research/Service Faculty
- Core and Affiliated Faculty
- Continuity Plan

Does the center/institute align with UofL's mission and strategic goals?

What is the mission of the center/institute?

What are its goals and objectives?

How will the center/institute know if it is being effective?

Does the center/institute have support from university administrators?

Does UofL have the expertise to support the center/institute?

Is this a justifiable use of UofL's resources (opportunity cost)?

What is the continuity plan for the center/institute if the director transitions out?

Does the center/institute have appropriate resources to support itself (funding, staffing, space, etc.)?

Operational Performance

Operational Assessment Plan

- Mission
- Goals
- Objectives
- Measures
- Targets

Assessment Plan Data Collection Schedule (Annualized Assessment Cycle)

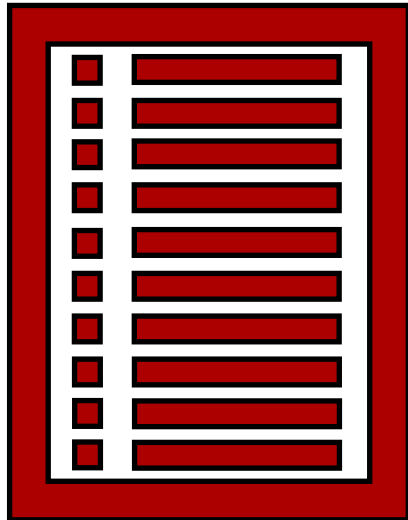
- Year Goals Assessed
- Objectives Assessed
- Measures (from plan)
- Location of Data
- Responsible Party

Comprehensive Review

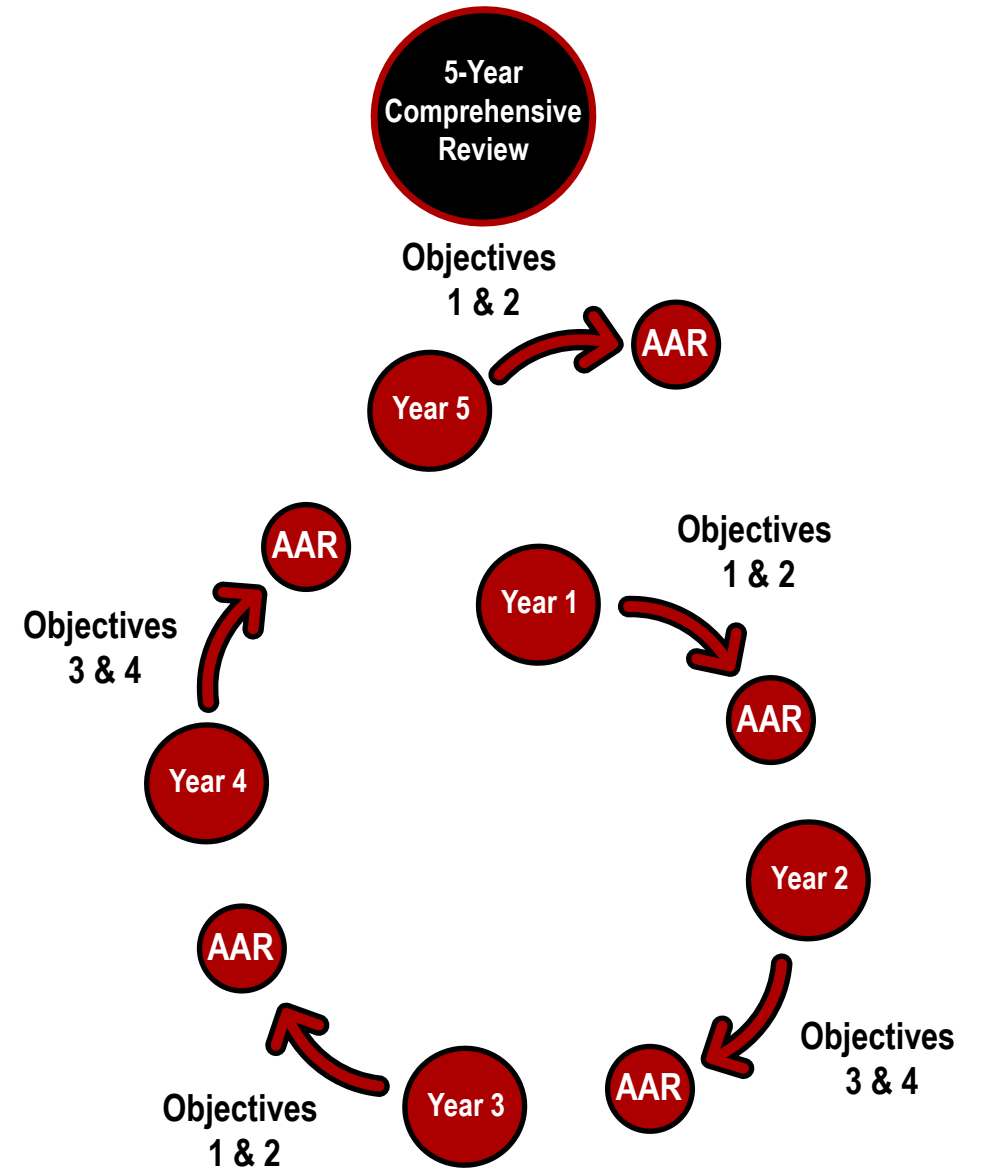
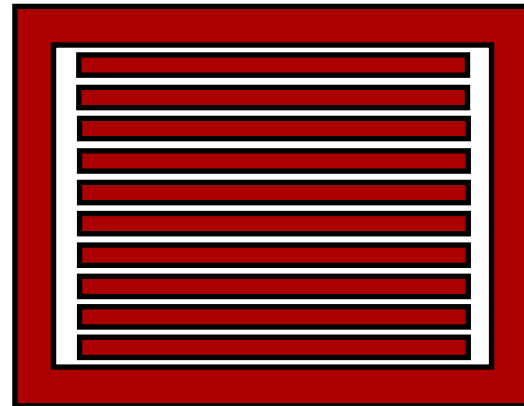
- Annual Assessment Reports
- Achievement of Self-Identified Administrative Goals

Annual Reporting Process

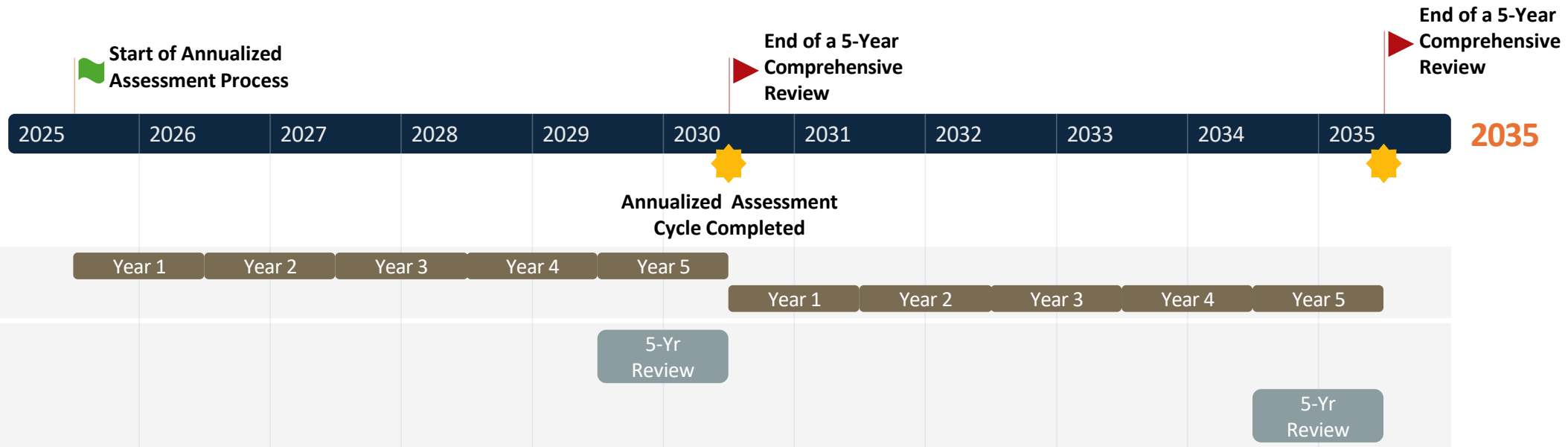
Operational Assessment Plan



Assessment Plan Data Collection Schedule



Centers & Institutes Assessment & Review Cycles





Questions

Office of Academic Planning and Accountability
Fall 2024