

CCS Administrative Procedure

1.50.02-G Academic Centers and Institutes

Implementing Board Policy [1.50.02](#)

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1.0 Purpose

Centers and institutes are important components of an academic environment. Centers can traverse the boundaries of departments and colleges. They play an important role in enabling multi-disciplinary and interdisciplinary programs and are a necessary part of the academic infrastructure.

Centers have the potential for strengthening disciplinary programs by providing interdisciplinary course work, offering service learning opportunities, facilitating certificate programs, supporting degree programs, enabling high levels of applied research productivity and providing external visibility for the college and the District. Because Centers are meant to be flexible units, their scope, their mission and their size may vary. It must also be recognized that Center activities can be limited within the boundaries of a single department or division or within a single college or they can reach across the district. Some Centers may be of enduring interest and could even be the basis of a new department in the future; others may exist for a more limited period of time.

2.0 Definitions

2.1 Center: Centers typically involve faculty and staff from one or more departments, colleges or units engaged in a dedicated research, educational or service activity. Centers provide a mechanism for faculty and staff to:

- 2.1.1 collaborate and to develop depth in a defined range of problems within a discipline, or
- 2.1.2 apply a useful structure to develop emerging or multidisciplinary approaches to research or teaching,
- 2.1.3 provide a relevant focus for service to external or internal constituencies,
- 2.1.4 promote sharing of resources (e.g. equipment or laboratories), or
- 2.1.5 otherwise support the focused scholarship of groups of faculty and staff in their area of specialty¹, or
- 2.1.6 facilitate the acquisition of external funding

2.2 Institute: An institute is an organization intended for research and is broader in scope than a Center. It is typically associated with a physical and organizational infrastructure for conducting research. It involves faculty and staff from multiple units who depend on a set of common facilities for their research. An institute may house one or more centers.

3.0 Procedure

The approval process helps to ensure that all scholars who may be usefully involved in the work of a Center are aware of its existence, may participate as appropriate, and may avoid redundancy of effort among centers. Since Centers call upon a variety of college resources (logo, name, space, faculty and staff time and effort), it is important that both the Center and the college understand how these resources are used.

¹ The terms “centers” and “institutes” are used interchangeably throughout this administrative procedure. When there is a difference between centers and institutes, the different meanings will be explicitly defined.

3.1 Establishing a Center

The creation of a Center begins with a proposal [[CCS Form 40-223](#)] submitted by a department, division or college.

- 3.1.1 Name of the college, division, department or unit in which the Center will be housed.
- 3.1.2 Name and title of the person(s) proposing the creation of the Center.
- 3.1.3 The Center type (research, service, or instructional) that is requested.
- 3.1.4 The unique value of the program to the college/District, and the distinction to any similar program in Washington's State Board of Community and Technical Colleges.
- 3.1.5 Information on the Director position and the organizational structure.
- 3.1.6 Identification of faculty (or qualifications of type of faculty), other personnel, and academic units that will be involved with the Center.
- 3.1.7 Student involvement.
- 3.1.8 Annual budget for the Center (estimated expenditures per year).
- 3.1.9 Estimated fiscal resources and potential sources of funding (e.g., state, private, endowment, grant, contract, or other).
- 3.1.10 Space and equipment needs of the Center and a description of how they will be met.
- 3.1.11 Description of administrative control and lines of authority for the Center.
- 3.1.12 Description of the advisory board including its size, the methods of selecting membership and length of terms.
- 3.1.13 The metrics to be used to evaluate the Center's feasibility at its five-year review include:
 - 3.1.13.1 Self-support in three years
 - 3.1.13.2 Number of students served
 - 3.1.13.3 Number of classes taught
 - 3.1.13.4 Number of new grants/sources of revenue
 - 3.1.13.5 Advisory group participation
 - 3.1.13.6 Advisory group satisfaction

3.2 Chain of communication: Deans, Vice President or President, District Education Council (DEC), Office of the Provost, Cabinet, President, Chancellor, Board of Trustees.

- 3.2.1 Interdisciplinary Center proposals that cross departments or divisions or colleges will be reviewed by all involved entities.
- 3.2.2 Centers and institutes may begin operation only after official notification that the unit's establishment has been approved.
- 3.2.3 Centers are expected to secure their own funding to maintain their viability. These funds may come from grants and contracts, charitable gifts, internal awards, and/or internal sources.

4.0 Review of Centers

Centers should periodically undergo a formal review to ensure viability and need for continuation.

- 4.1 The review period shall be consistent for all Centers and shall be every five years, unless an exception is granted by the dean and vice president. An intermediate review may be requested at any time by someone with administrative oversight, e.g., the dean or vice

president or provost. In addition, Centers are encouraged to submit an annual report to the direct supervising administrator.

- 4.2 To maintain campus-wide consistency, the vice president (or provost for district Centers) will facilitate the five-year reviews. If the Center has recently prepared a review document for its sponsor or other agency, that report may replace the self-study report. The self-study report should contain the following, at a minimum:

- 4.2.1 Director and administrative staff
- 4.2.2 Reporting lines (department head, dean, etc.)
- 4.2.3 Faculty, students, and academic units that are involved with the Center
- 4.2.4 Funding received (a summary is acceptable)
- 4.2.5 Description of the advisory board
- 4.2.6 Performance against metrics set at Center establishment, or last five-year review
- 4.2.7 Metrics to be used to evaluate the Center's feasibility at its next five-year review
- 4.2.8 Anticipated needs (space, equipment, staff) over next five years.

- 4.3 The Center submits the self-study report up through its reporting line. The dean and vice president (provost if it is district) will review each self-study and submit recommendations regarding continuation or termination of the Center to DEC and to the provost.

- 4.4 Termination of a Center

A Center may be terminated through the review process. Consideration should be given to the termination or transfer of any contractual obligations, the employment status of any Center employees, the transfer of any capital equipment or space, and the transfer or reassignment of any funds, including foundation accounts.

- 4.4.1 The termination of a Center requires a Letter of Notification [[CCS Form 40-226](#)].

5.0 Personnel

- 5.1 A Center may have a Director who manages the unit. The Director is responsible for managing the Center or Institute finances and staffing. The Director also manages the Center's day-to-day operation, including administrative review of expenditures as directed by the Dean.

- 5.1.1 The Director position may be selected from current Center faculty and staff members, through a formal search process, or through appointment by the appointing authority. The selection process should be determined when the Center is established, and may later be revised.

- 5.1.2 Center Directors must receive an annual performance evaluation. For Center Directors that are also faculty, the annual performance evaluation should include a review of their administrative performance.

- 5.2 Faculty

Faculty members associated with a Center will retain all rights and privileges of their home academic unit. All salary, promotion, and tenure considerations will be made by their home department and with the regular review and evaluation process.

- 5.2.1 Faculty with a joint appointment in a Center and an academic unit will hold their tenure in an academic unit.

5.2.1.1 The home academic unit's annual review of faculty associated with a Center should include contributions of the faculty member to the Center. A faculty member's research, teaching, and service contributions to a Center should also be considered in their promotion and tenure decisions. One means of doing this is for the Center Director to document the faculty member's contribution in a letter to be included in the annual review.

5.2.1.2 A faculty member who serves as the Center Director can request a letter from the unit supervisor to include in the annual review materials.

5.3 Staff

Classified and non-classified staff may be assigned to a center. Any Center staff position supported completely or partially by soft funds (e.g., a grant) is dependent on the availability of those funds. Each staff member must receive an annual evaluation from the Center Director or other Center supervisor.

6.0 Governance

The governance of a Center is the responsibility of the dean or administrator to which the Center is responsible. The Center should report to the supervisor at the lowest organizational level who can make those decisions required for the ongoing activities of the Center, including finance and purchasing decisions. Operational direction should come from the dean or responsible administrator.

6.1 Where Center activities exist within a single division or department, the dean of that unit will be the responsible individual.

6.2 Where more than one college is involved, the responsibility for final decisions related to research activities is the administrator to which the unit reports with the advice and counsel of the deans and vice presidents of the involved colleges.

6.3 The governance of each Center shall be described in the initial proposal.

6.4 Center Directors should work with their appropriate administrative supervisors to develop process through which their annual budget requests are reviewed and determined.

7.0 Advisory Boards

A Center is required to have an advisory board. The advisory board should include internal faculty and administrators and external representatives.

7.1 The advisory board members shall be approved by the appropriate Center governance representative (chair, dean, vice president) listed in the governance section.

7.2 In order to benefit from the expertise offered by an advisory board, such boards are encouraged to meet twice a year.

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