



Volume 2: Volume Title: Academic Affairs

Chapter 8: Chapter Title: Academic Administrative

Section 1: Policy Name: Center and Institutes

Approval Authority: President

Interpreting and Implementing Authority: Vice President for Academic Affairs

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Centers and Institutes

Policy Statement

Academic Institutes and Centers at Manhattanville College afford flexibility and vitality that complement existing Department and School Units. Academic Institutes and Centers offer the College flexible organizational structures that can embody an entrepreneurial spirit and are engines of innovation, benefiting undergraduate and graduate education and research on campus, enhancing the reputation of the College, and making contributions to scholarship and service that extend to the wider society.

Entities Affected by the Policy

Faculty, Staff, and Students

Policy Background

No comprehensive policy addressing this issue previously existed.

Policy Procedures

Center and Institute – General Characteristics

- Part of the College; not separate legal entity
- External Advisory Board is encouraged; is not governing or operational boards; advisory only
- Academic Advisory Board or Management Team is required
- Centers and Institutes report to President, appropriate Vice President, or designee.
- Centers and Institutes should actively pursue external funding.
- Every solicitation of any resources to support the Center or Institute **must** be pre-approved by the Vice President of Institutional Advancement. Approval is subject to fundraising priorities as outlined by the Office of the President and the College’s Strategic Plan and subject to all Office of Institutional Advancement policies and procedures.
- Approval of a Center or Institute does not guarantee budgetary support from the College.
- Must comply with all College policies and procedures, including, but not limited to, budgetary process, employment practices, Institutional Advancement policies and procedures, Brand Identity Standards Guide, as well as all other policies and procedures set forth in this Policy.
- All public relations communications from the Center or Institute must be pre-approved by the Office of Communication prior to dissemination.
- All Intellectual Property created or generated by the Center or Institute is owned by the College. Exceptions to ownership must be negotiated in writing with the Vice President for Academic Affairs. (See Intellectual Property Policy)

Establishment of Center and Institute

The process of establishment shall be under the general direction of the Vice President for Academic Affairs. The establishment process involves the following steps:

Submission Process

The proposer of an Institute or Center must prepare a Founding Agreement that addresses the following topics:

Rationale:

- What role in the College’s Strategic Plan will be played by the proposed Center or Institute?
- How will the goals and activities of the proposed Center or Institute serve the College’s mission?
- What will be the Center’s or Institute’s primary focus and what steps will be taken to achieve its focus?
- How will the Center or Institute advance scholarship or practice in its focused field of endeavor?
- What is the need being addressed by the proposed Center or Institute?
- What will be measurable outcomes that can be used to determine success or failure?

Benefits:

- What new opportunities or benefits will the Center or Institute provide for faculty, staff, or students within or across Departments, Schools, or College?
- Will it bring benefits to the non-College community and how will the work of the new Center or Institute be communicated to the wider community?

Financial Resources

- Does College have the competence, or should it hire the talent, to be involved in this area of research/service at a level where it can achieve national or international recognition?
- The business plan for a Center or Institute should address:
 - What is the level of subsidy (both indirect and direct) that the Center or Institute may need at the time of start-up and for how long will the support and continuing subsidy continue?
 - What are the equipment and space needs of the proposed Center or Institute?
 - Are there specialized needs that must also be taken into account, e.g., specialized library or computing services?

Operational

- How will the Center or Institute be organized?
 - Identify clear organizational structure which must include, at minimum, a Management Team and/or Academic Advising Board and/or External Advisory Board.
- What will be its internal reporting relationships?
- How will the Center or Institute be staffed?
- How will the Center or Institute conduct fundraising?
- How will the Center or Institute demonstrate its value to the College and to communities beyond?

Approval Process

- Deans, Vice President of Academic Affairs, Vice President for Institutional Advancement, and Chief Financial Officer review the Founding Agreement and recommend approval/not approval to the President.
- Final approval to establish a Center or Institute will be determined by the President. Depending upon the nature, funding source, or other unique factors, the Center or Institute may also have to be approved by the Board of Trustees.

Continuing Operation

- Director will develop annual operating plans. The budgetary plan will follow the College-wide procedure for budgetary process.
- Director, with faculty and staff input and review, will develop annual assessment reports. The report will follow the College-wide procedure for assessment of departments/degrees/programs.

- Faculty and/or Staff will be appointed/assigned to Institutes or Centers by the Vice President for Academic Affairs upon recommendation of the Dean or Director and with the concurrence of the individual Department chairpersons.
- Appointments/assignments do not confer any rights to continuation of the appointment/assignment. Any release time, stipends, or any other form of compensation must be agreed upon, in writing, by the Vice President of Academic Affairs and Dean(s) after consultation with the Director, Human Resources.
- Any external funds generated by the Center or Institute will be handled through existing College policies and procedures.
- Institutes and Centers will submit an annual report to the Vice President for Academic Affairs commenting on topics addressed in the proposal document and the annual operating plan. The annual report should evaluate progress toward goals. The annual reports should evaluate the goals using assessment methods similar to those presently adopted by the College or School. This report will be provided to the donors, including grant-making entities.

Closure

- Institutes and Centers will be evaluated annually by the Vice President for Academic Affairs, Chief Financial Officer, and President.
- Institutes and Centers may be closed at any time by the President.

Definitions

Academic Advisory Board/Management Team

- Consists of Dean (if Institute) or designee or Vice President for Academic Affairs/Vice President for Student Affairs (if Center) or designee as ex-officio members
- If Institute, consists of minimum of 1 tenured or tenure-track faculty members from the applicable School as well as at least 1 tenured or tenure-track faculty member from another School, as appropriate
- If Center, consists of minimum of 1 tenured or tenure-track faculty members from each School

Center

- A unit of the College that is devoted to focused and sustained work in an identifiable area of interest not only to faculty, professional staff, students, a School, a Department, or the College that is College-wide in scope and interest

Director

- Responsible for managing all aspects of the Center/Institute
- Use of the position title “Director” may vary; title of employee responsible for managing the Center/Institute must be identified in Founding Agreement

External Advisory Board

- Consists of qualified representatives from academic specialties, from professional organizations, corporations, donors or other groups that may be relevant to the Center or Institute’s Mission
- Only functions as advisory and not a governing or operational board
- Consists of Dean (if Institute) or designee or Vice President for Academic Affairs/Vice President for Student Affairs (if Center) or designee as ex-officio members
- Individuals being considered for External Advisory Board membership must be approved by the Vice President for Academic Affairs and the Vice President of Institutional Advancement prior to any discussion with the individual regarding membership

Founding Agreement

- Document prepared by the proposer of the Institute/Center that sets forth the items listed above under “submission process”

Institute

- A unit of the College that is devoted to focused and sustained work in an identifiable area of interest not only to faculty, professional staff, students, a School, or a Department that is School-specific in scope and interest
- Tied to and housed within a Department(s)

Responsibilities**Academic Advisory Board/Management Team**

- Advise the Dean or Director on the Center or Institute’s mission and alternative ways to achieve it
- Review annually the Center and Institute’s progress on goals
- Provides academic and community-related oversight
- Ensure that activities are consistent with the mission and policies of the College
- Provide long-range guidance on major directions and strategies
- Meet at least annually
- Dean (for Institute) or designee or Vice President for Academic Affairs or Vice President for Student Affairs (for Center) or designee will serve as ex officio members

Director

Develop strategic plan and goals in consonance with the academic and scholarly mission of the College

- Ensure that the Center or Institute conducts research, teaching, or related activities consistent with its mission and goals
- Establish an organizational structure for effective functioning of the Center or Institute,

- consistent with all College personnel policies and procedures
- Work with Institutional Advancement prior to solicitation of any resources to support the Center or Institute and comply with all Institutional Advancement policies and procedures
 - Secure resources to support the Center or Institute, oversee all fiscal matters, submit financial reports, and ensure consistency with all College budgetary policies and procedures
 - Ensure that grant and donor terms and conditions are met or exceeded and all appropriate reporting is timely completed
 - Ensure that all grants are reviewed by the Office of Institutional Advancement prior to submitting a grant
 - Receive approval from Vice President for Academic Affairs and the Vice President of Institutional Advancement before discussing External Advisory Board membership with potential External Advisor Board members
 - Report Intellectual Property to the Dean, Library and Vice President for Academic Affairs

External Advisory Board

- Advise the Director on the Center or Institute’s mission and alternative ways to achieve it
- Review annually the Center and Institute’s progress on goals
- Provide long-range guidance on major directions and strategies
- Contribute to and promote the financial viability of the Center or Institute
- Meet at least annually
- Dean (for Institute) or designee or Vice President for Academic Affairs or Vice President for Student Affairs (for Center) or designee will serve as ex officio members

Vice President for Academic Affairs

- Responsible for monitoring the process of the creation of a Center or Institute

Violations of the Policy

Violations of this Policy will be handled in accordance with the disciplinary procedures in the Employee Handbook. Violations of this Policy may result in the Center or Institute not being approved or being closed. Violations of Office of Institutional Advancement policies and procedures and/or IRS regulations could result in any donated monies being returned to the donor.

Interpreting and Implementing Authority

Vice President of Academic Affairs

Policy Adoption Review and Approval Authority

Recommended approval by President's Cabinet on August 10,
2016

Approved by President on August 12, 2016