



Handbook of Operating Procedures

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CENTERS AND INSTITUTES

A. Purpose

The purpose of this policy is to provide procedures for the establishment and review of centers and institutes at The University of Texas-Pan American.

B. Definitions

Centers and institutes exist to provide opportunities for the development of specific research, public service, and teaching endeavors that the University wishes to encourage in fulfilling its stated mission.

1. Centers

Centers exist primarily to foster research, public service, and/or teaching activities that are focused on one topic, issue, or goal but that typically require the efforts of faculty or other professionals from several departments, divisions, or colleges throughout the University.

2. Institutes

Institutes are generally composed of individuals who are recognized authorities in a particular field or subject for advanced study and serve to promote activities at the level of a college.

C. Establishment of a center or Institute

1. Each center or institute must demonstrate a clear need for some number of faculty or other professionals to work together under the coordination of a single administrative structure that allows them to carry out a research, public service, or teaching program more effectively than they would be able to do working individually or in informal partnerships. The President approves a center or institute on recommendation of the appropriate Vice President. The President appoints a director of a center or institute. If the disciplines represented in the center or institute are contained primarily within a single college, the Director reports to the Dean of the College. Otherwise, the Director reports, at the direction of the President, either to the appropriate Vice President or to the President or at his or her discretion, a designee.
2. Faculty or academic administrators seeking to establish a new center or institute should submit a request to the appropriate Vice President who, after reviewing the request, will forward it to the President with a recommendation. The proposal



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should carry the endorsements of the division directors and deans involved. The following information should be included in the proposal:

- (a) purpose and need for the center or institute;
 - (b) relevance of the center or institute to the University's Strategic Plan and Mission;
 - (c) role of the center or institute in undergraduate and graduate education;
 - (d) proposed administrative organization;
 - (e) description of proposed facilities, if any;
 - (f) a developmental plan over a period of several years including projected budgets and revenue sources.
3. Approval of a new center or institute is based primarily on the value of the proposed unit to the mission and goals of the University. In addition to this adjudged value, important criteria include the amount of start-up funds and space required from the University and the likelihood of obtaining outside funding for support of the unit within a reasonable period of time.

D. Funding for Centers and Institutes

Funding for centers and institutes should be exclusively or primarily from external sources. Exceptions may be made for new units requesting a small amount of funding for start-up activities and/or for proposal development. In such instances, requests for temporary funding support should be made through the normal budgeting process and, for planning purposes, should be estimated in advance of the actual need.

E. Annual Reports

All centers and institutes must submit a report annually giving an account of activities performed and contributions of the unit to the Strategic Plan and Mission of the University. The annual report should include an assessment of its activities in accordance with [HOP 2.1.4 \(Strategic Planning and Evaluation\)](#) a copy and certification of its Statement of Account, and plans for continued funding. The annual report should be submitted to the appropriate dean and vice president, or President, in December of each year.



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F. Review of Centers and Institutes

1. Centers and institutes are not viewed as permanent units. In addition to the submission of annual reports, all centers and units must undergo a comprehensive review upon request of the appropriate Vice President or the President but at least every five (5) years to determine whether their continued existence is justified and in the best interest of the University.
2. The review process will proceed as follows:
 - (a) The Vice President or, if appropriate, the President, will schedule the review of a center or institute after conferring with the Dean or Director who has budgetary responsibility for the unit.
 - (b) The Director will prepare and submit a report giving the goals, objectives, and accomplishments of the center or institute. This report should provide the following information:
 - (1) history of the unit;
 - (2) goals and objectives of the unit;
 - (3) the unit's contributions to fulfilling the University mission since the inception of the unit;
 - (4) involvement of students, faculty, staff, and/or community in the activities of the unit;
 - (5) financial summary showing all expenditures in all budget categories and showing all revenues received, including sources and amounts and how they were expended;
 - (6) future plans and rationale for the continued existence of the unit;
 - (7) any additional supplementary materials that help describe the activities and accomplishments of the unit.
 - (c) Where a center or institute reports to an administrator other than the Vice President or the President, the report shall be reviewed by the administrator to whom the



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center or institute reports. In such cases the Dean or appropriate administrator will review the report and attach his or her recommendations.

- (d) Except in those cases where a center or institute reports directly to the President, the appropriate Vice President will prepare a written recommendation for the President, noting the strengths and weaknesses of the center or institute under review and concluding with a recommendation concerning its continued existence. In instances where the center or institute is recommended for discontinuation, the recommendation will include a timetable for dissolution. Where continuation is being recommended, a list of specific actions for the future improvement of the unit will be included if applicable. Recommendations made by the Vice President will be communicated to the President for final approval on the continuation/ discontinuation of the unit.
- (e) The President will make the final decision concerning the possible continuation of the center or institute. At the conclusion of the decision-making process, the President will ensure that the institutional decision is provided to the Director of the center or institute and all appropriate faculty and administrators.

G. Review

This policy shall be reviewed by the President every five years.