



1.1057 Policy and Procedures for Centers, Institutes, Offices and Academies (CIOA)

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Policy Name

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Responsibilities

Title or Role	Definition and What They Are Responsible For
Senior Vice President and Provost	Maintains and enforces this policy. Receives exceptions to the policy.
Senior Leadership Team	Serves as final approval for policy and assists with reviewing exceptions to the policy.

Purpose and Definitions

This document provides a framework for implementing and sunsetting Centers, Institutes, Offices, and Academies for clarity and consistency across the University. The framework includes the policy, definitions, and procedures necessary to ensure academic Centers, Institutes, Academies and Offices (CIOA) are aligned with Alvernia University's mission, vision and standards as articulated by Middle States Commission on Higher Education for effective assessment and accreditation of universities.

Academy: A non-degree granting educational composition of the university engaged in instruction. Academies are revenue generating unless approved by the divisional executive.

Center: A revenue-generating, non-degree granting educational unit of the university engaged in research, philanthropy or community engagement. In addition to instruction, clinical, outreach, or related service, an academic center is defined by its mission and scope, not its title. Centers report their activities and plans to the respective dean of the college where the center is housed. Centers, under the authority and/or management of such Dean, may report to the Provost's office or designated non-degree/revenue generating arm of the institution as determined by the Provost, in consultation with the Senior Leadership Team of Alvernia University.

Institutes: A revenue-generating, non-degree granting educational unit of the university, broader in scope than a center, and comprised of a compilation of offices, disciplines, departments, colleges, and/or other universities/community partners, thereby creating regional, national and/or international partnerships. Institutes report activities and plans to the respective divisional executive where the institute is housed or the President of the university.

Office: A space where the employees of an organization perform administrative work in order to support and realize the various goals of the organization. Offices are developed under the authority of a divisional executive and/or president and report to the divisional executive or designated supervisor in the division.

College: A unit of a university, furnishing courses of instruction in the liberal arts and sciences, or professional programs leading to a bachelor, master or doctoral degree.

School: A unit of a university underneath the college, furnishing courses of instruction in one discipline or academic area, leading to a bachelors, master, or doctoral degree.

Policy

All Centers, Institutes, Academies, Offices, Schools and Colleges should conform to definitions and follow the procedures for creation, assessment, and sunseting. Procedures

Shared understanding and outcomes for Centers, Institutes, and Academies:

- Zero start-up cost to the university – Donors or an obtained start-up grant must be identified in collaboration with Institutional Advancement.
- All Centers and Institutes must be revenue generating and self-sustaining within three years.
- All CIOAs will be reviewed on a routine basis for continuance.
- All programs included in the centers or institutes must involve non-traditional revenue programs and initiatives, not credit-bearing programs. However, such programs may be reviewed for stackable credentials/experience that leads to a degree at Alvernia University.
- The research conducted in Centers and institutes must identify the quantity and type of deliverable including publications and/or presentations at regional or national outlets.

Creation of CIOAs:

Pre-Approval: Development of a Center, Institute, Academy, or Office must include a preliminary discussion with the divisional executive (DE) of the Senior Leadership Team to determine if the idea meets with the mission, scope, and values of the institution. Upon support of the DE, a proposal MUST be submitted to the DE to discuss with the SLT. Academies may be approved by the DE prior to informing SLT consultation.

Proposal: A proposal MUST be submitted to the DE for all CIOAs and MUST include:

- Introduction: Includes Need and Purpose with data to support the need
 - Goals and Outcomes of the CIOA
 - Impact on student engagement and enrollment
- Market Analysis: Need, Scope, Benchmarking, Data (CIAs only)
- Plan that includes:
 - partners, campus engagements, branding, sales, recruitment, onboarding, employees, scaling, etc... (CIOA)
 - Operations plan (project management, staffing for deployment) (CIOA)
 - Marketing plan, including responsibility for execution of such plan (CIAs only)
- Structure: Positions and Job Descriptions (general job descriptions) -(CIOA)
- Assessment plan covering a minimum 2-year period with relevant goals, outcomes, and measures
- Five-year Financial Projection (Centers, Institutes and revenue generating Academies)
 - Start-up Donors/Grants
 - Projected Income (based on market analysis data) and cash flow analysis (donor realization and operating cash flow)
 - Resources, based on consultation, including positions, facilities, marketing, partnership requirements ancillaries etc...
 - Assessment of impact from opportunity cost
 - Job Costing Protocol
 - Ex: spell out the revenue “share” or distribution between the institution and partners (for Centers and Institutes only)
 - Include compensation for the Center Director’s role as a project manager for each engagement.
 - Incorporate indirect cost rate
- Support Letter for Divisional Executive and External University/Partner when appropriate.

Assessment of CIOAs:

- CIOAs must assess the identified goals and outcomes in the proposal or continued goals and outcomes after the initial plan is evaluated.
 - Financial Performance (CI and revenue generating Academies)
 - Impact on student engagement and enrollment
 - Impact on institutional branding (for Centers and Institutes)
 - Impact on efficiency and/or function of the institution or division
- CIOAs must benchmark the currency or relevance with external like entities, programs, employment needs and
- CIOAs must provide research and instructional outcomes (CIAs)
- Centers and Institutes must also include financial assessment, partnership assessments, research outcomes (Centers), and

Sunset of CIOAs:

- Centers and Institutes and revenue generating Academies will be assessed on a 2-year rotation established at creation for viability. (Annual reports are still required as part of the university Annual Report Assessment Structure as set forth below)
 - Centers and Institutes that are not financially solvent after 3 years will be sunset over the course of a final year.
 - Centers and Institutes that are not solvent for 2 years after the initial 3-year financial evaluation will be sunset over one final year.
- Offices and Academies will be assessed on an annual basis as part of the university Annual Report Assessment Structure
 - Offices and Academies that are not meeting their established outcome for two consecutive years will be sunset over the course of a final year.

Exceptions to Policy

Existing Centers, Institutes, Academies and Offices (CIOA), as of 9/12/2023, that do not conform to these guidelines will retain their names to sustain visibility, brand recognition and reputation from the date of these guidelines. Current CIOAs will be required to create an assessment plan with benchmarks for evaluation of continuance or sunset.

Future exceptions to this policy must be requested in writing by filling out the Policy and Procedure Exception form (linked below) and submitting to the individual named in the Responsibilities section who assists with reviewing exceptions to this policy.

Policy Review

Academic Affairs policies should be reviewed on a 5-year cycle and updated when institutional needs or goals change.

Approved versions of this policy will be posted on the Alvernia University Portal.

References and Related Policies

N/A

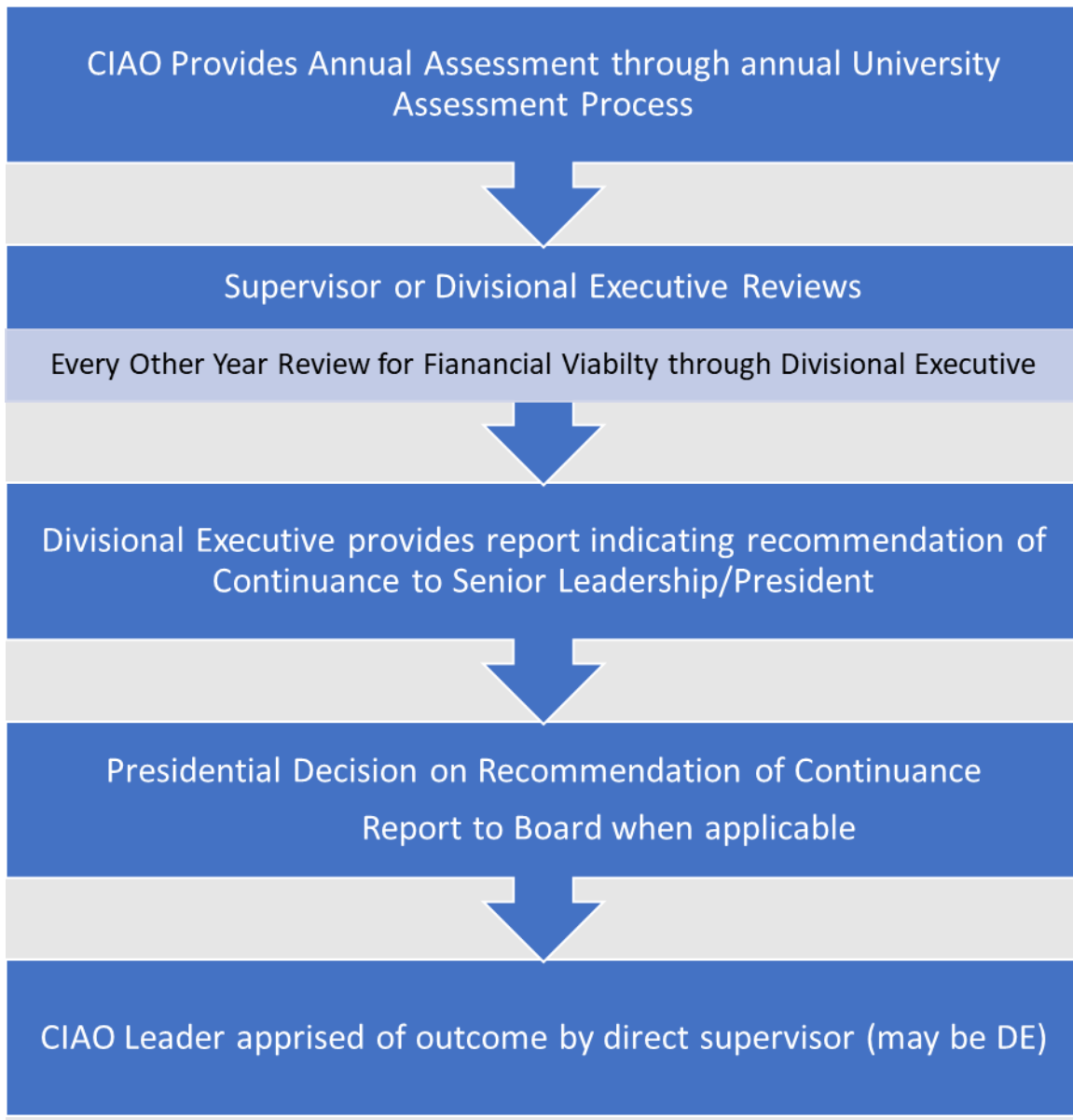
Exhibits

Exhibit A: [Policy and Procedure Exception Form](#)

Exhibit B: FLOW CHART OF APPROVAL PROCESS Centers, Institutes Academies Offices



Exhibit C: FLOW CHART FOR ASSESSMENT OUTCOMES



Document Review Log

Date Reviewed	Description of Changes
9/6/23	Draft of policy based on practice
9/8/2023	Provost Review
10/1/2023	Approved by Senior Leadership