

Policy Discussion 2:

Campus Centers & Institutes

UNC Centers and Institutes

Policy Discussion

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Centers & Institutes

Appropriations Act of 2014, Section 11.1(a)

The Board of Governors and the campuses shall consider reducing State funds for centers and institutes, speaker series, and other nonacademic activities to do either or both of the following:

- **Provide a State match for Distinguished Professors Endowment Trust Fund (\$10M).**
- **Implement provisions of The University of North Carolina Strategic Plan (\$5M).**

Centers & Institutes: Outline

- **Definition and Purpose**
- **UNC Policy**
 - **Formation**
 - **Review**
 - **Discontinuation**
- **Analysis**

Centers & Institutes: Definition

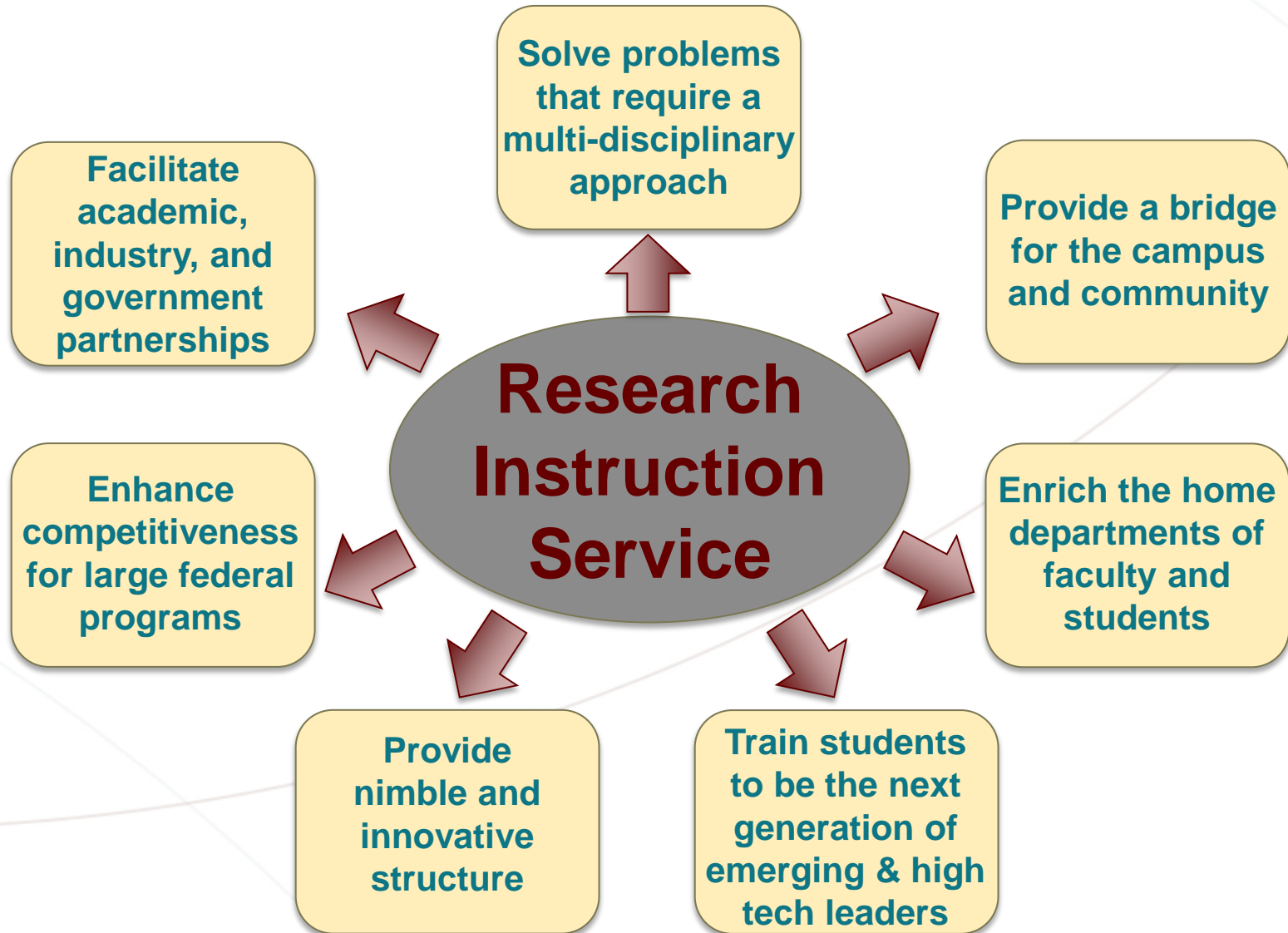
Organized
units
designed
to:

Bridge departmental, disciplinary, and institutional boundaries to facilitate collaboration & problem-solving

Enhance the academic mission of the University in research, service, and instruction

Provide infrastructure and services to support education, research, scholarship, and engagement

Centers & Institutes: Purpose



Centers & Institutes: Numbers

- **There are 237 centers and institutes across all 16 university campuses.**
- **Research institutions have the most:**
UNC-CH – 80, NCSU – 48, ECU – 19,
UNCG – 18, NCA&T – 17, UNCC – 11
- **All other campuses have fewer than 10 each.**

■ **UNC Policy Manual 400.5[R]**

- **First enacted 1981, subsequent revisions, repealed and replaced 2009**
- **Planning, establishing, reviewing, and disestablishing Centers and Institutes in The University of North Carolina**
- **Each campus is required to have policies and procedures based on the principles outlined in 400.5[R]**

Centers & Institutes: Formation

Permission to Plan

- Relevance to university mission, why a center structure is needed, non-redundant, potential funding; approval by campus leadership

Planning Phase

- Identify participants, funding, space, and other parameters for success

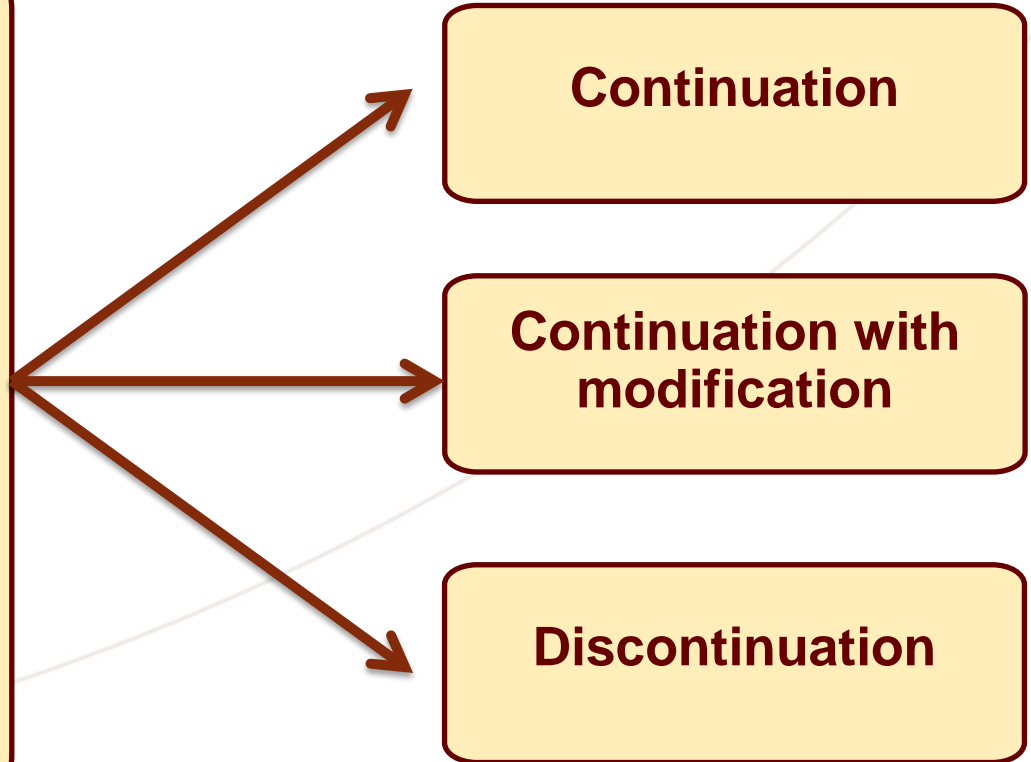
Permission to Establish

- Name, organizational structure, director, impact on university, designation as *research, service, or instructional*, immediate and projected operating needs, accountability plan; final approval by campus leadership

Centers & Institutes: Review

Campus leaders receive periodic progress reports & conduct regularly scheduled external reviews.

- Alignment with missions
- Success in accomplishing stated objectives
- Sound fiscal status and practices
- Director performance



Centers & Institutes: Discontinuation

Why?

- Lack of fiscal resources for sustainability
- Termination of supporting grant or award
- Lack of fit with departmental, college, or institutional mission
- Unnecessary duplication

How?

- Campus leadership approval of discontinuation
- Orderly phase-out period

How many?

- From 2009 through 2014, 70 centers have been discontinued and 26 established.

Centers & Institutes: Analysis

- Since 2009, UNC has been asked to provide financial information to the legislature and Governor's office on centers and institutes.
- Specific reductions to centers and institutes have been proposed since that time.
- Ultimately, centers and institutes have become one of the standard areas for campuses to examine in implementing management flexibility reductions.
- GA requested additional data from campuses this summer to provide the most up-to-date information.

Centers & Institutes: Analysis

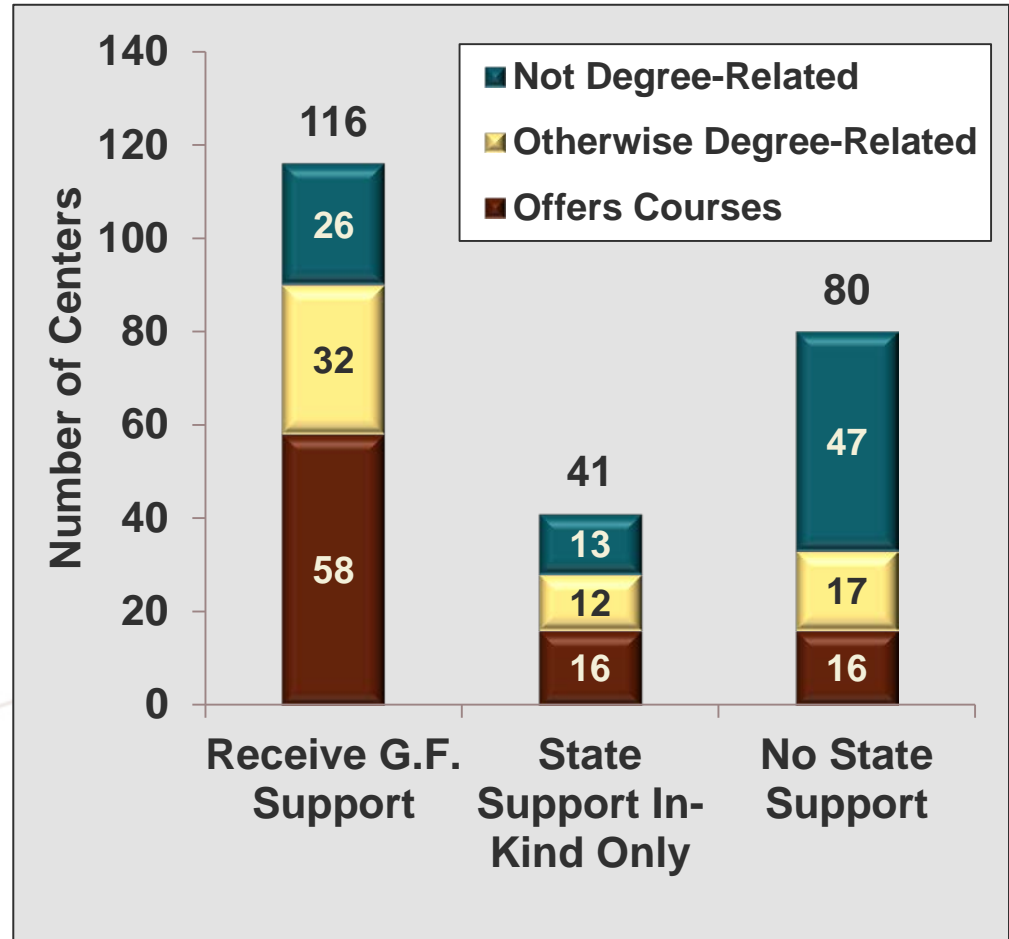
- 64% of centers and institutes are degree-related.
- 65% have a primary research mission.

	Center/Institute Primary Mission			Total
	Instruction	Research	Service	
Offers Courses	9	63	18	90
Otherwise Degree-Related	3	40	18	61
Not Degree-Related	9	51	26	86
Total	21	154	62	237

Centers & Institutes: Analysis

Centers and institutes are supported in three ways:

- **General Fund**
- **Outside funding**
- **In-kind support**

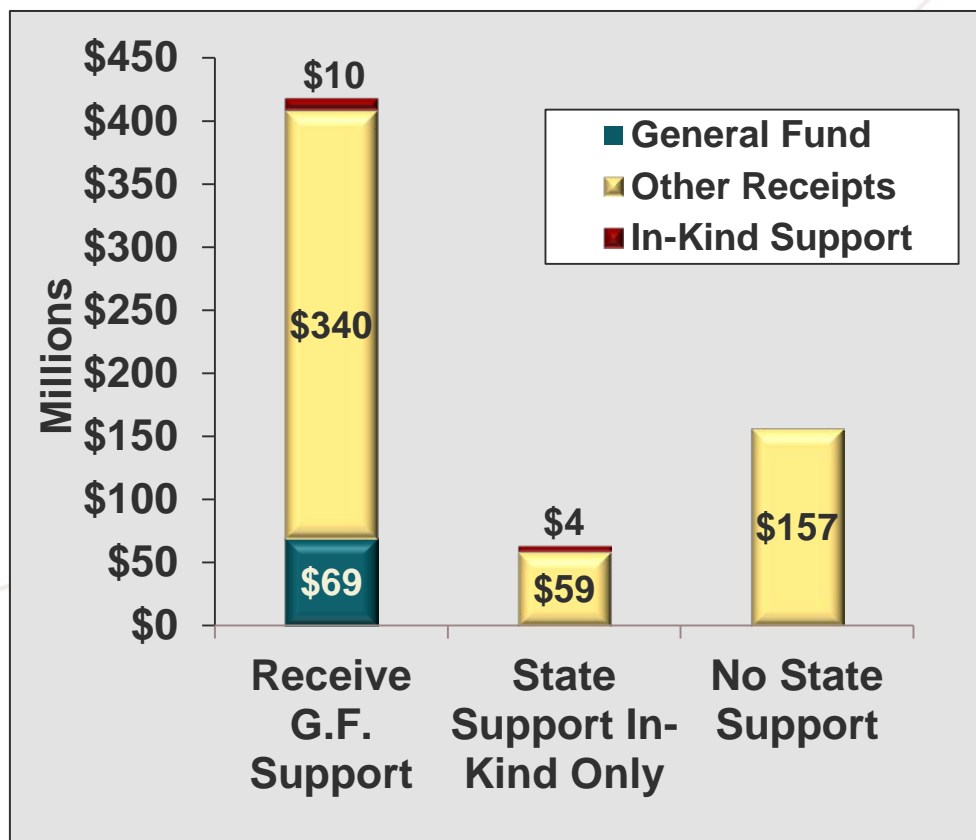


- For FY 2013-14, UNC centers and institutes received:
 - **\$68.9M in General Fund funding**
 - **\$555.6M in outside receipts***
 - **\$14.0M in in-kind support**

**Additional grant awards may be attributable to centers and institutes, but budgeted in departmental budgets.*

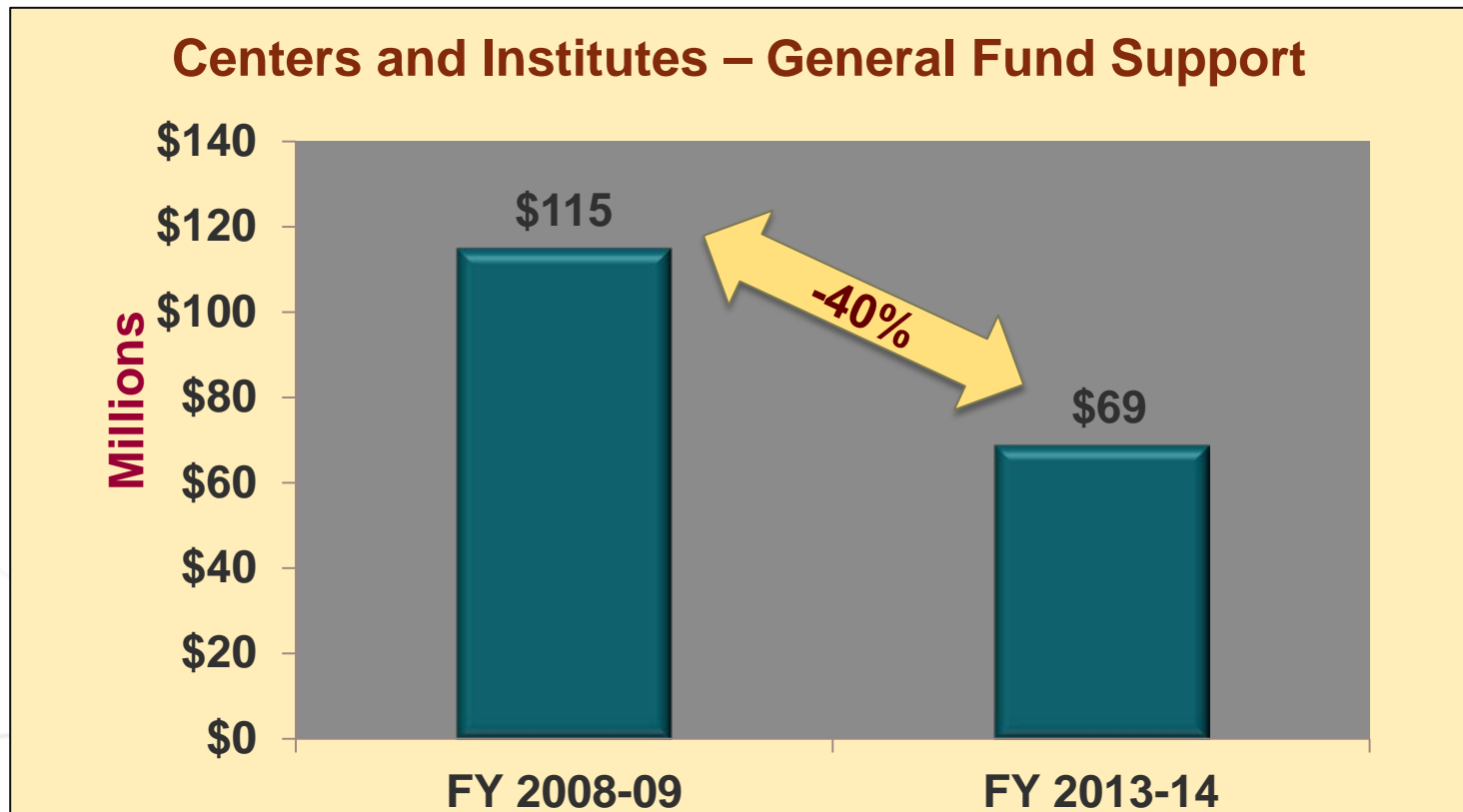
■ Outside receipts provide most center and institute funding.

- **8:1 outside receipts to General Fund for all centers**
- **5:1 for centers that receive General Fund support**



Centers & Institutes: Analysis

- Overall funding from the General Fund decreased **40%** since FY 2008-09.



Centers & Institutes: Analysis

- The average amount of General Fund support per center/institute in FY 2013-14 was \$594,390.
- Degree-related centers receiving funding from the General Fund were larger than centers that were not degree-related.

	Number of Centers	General Fund		Other Receipts	
		Total	Average	Total	Average
Degree-Related	90	\$65M	\$720K	\$324M	\$4M
Not Degree-Related	26	\$4M	\$161K	\$16M	\$610K
All G.F.-Supported Centers	116	\$69M	\$594K	\$340M	\$2.9M

Centers & Institutes: Analysis

- Grants frequently require matching funds.
 - **Example: Next Generation Power Electronics Manufacturing Innovation Institute (PowerAmerica) at NCSU**
- 44 of the 116 centers receiving General Fund appropriations use those appropriations as match for grants.

■ Centers and institutes:

- Are formed and dissolved with established policies;
- Align with the University's academic mission of instruction, research, and service; and
- Provide a vehicle for external partners to join with UNC to address global and community issues.

Questions?