Guidelines for Applications for the Establishment of Centres
at the University of Saskatchewan
June 19, 2008
(ICT consultation form amended 2011; Physical Resources form amended 2012)

Part I: Introduction

A policy on the establishment of Centres was approved by Council on December 18, 2003. According to this policy, a Centre is

> A formally structured organization which is not a division, department or college, but which is established within or in conjunction with the University of Saskatchewan, for the pursuit or support of scholarly, artistic, scientific or technological objectives; teaching; or outreach.

Though the policy is intended to encourage members of the University community to work with colleagues under a wide range of arrangements and for a variety of purposes, the focus of the "Centre" concept is on research, scholarly and artistic work, and, where appropriate, on involvement in graduate, undergraduate or certificate programs. As distinct from groups of researchers who work in collaboration for particular projects or for limited periods, it is expected that a Centre would have some degree of formal structure, and a continuing existence.

The characteristics of the different types of Centres described in the policy are outlined below.

Centre proponents must submit a **Formal Proposal** including the information requested under the template in Part II of these guidelines. Proposals for Centres will be reviewed by a Subcommittee of the Planning and Priorities Committee of Council. The Subcommittee on Centres will include representation from the Planning and Priorities Committee, the Research, Scholarly and Artistic Work Committee, the Office of the Vice-President Research, the Office of the Vice-President Finance and Resources, the Office of the Provost and Vice-President Academic, and the Office of the University Secretary. The Subcommittee will make recommendations for approval of proposed Centres through the Planning and Priorities Committee to Council.

Centres proponents are encouraged to contact the Office of the University Secretary to seek advice regarding the process to establish a centre (contact: Sandra Calver, Coordinator, University Governance).

As Type B and C Centres will entail the allocation of College or University resources, proponents will be required to submit a **Business Plan**, as well as reports of consultations with representatives of the Library, Information and Communication Technology and Facilities Management concerning the resource implications of the proposal. These documents are also described in Part II of these guidelines.

Types of Centres

Type A   Type A Centres are those that are organizationally part of one college, and report to a Dean, and do not involve substantial resources. These Centres involve activities that complement and enhance the work of primarily one college, and could involve multi-disciplinary and multi-faculty work. The activities of such

Centres should be congruent with approved College Plans and would be established with the Dean's endorsement and Council approval. Responsibility for funding of these Centres rests with the college. (Informal association of faculty that have no claim on tangible resources, but use the University name or facilities should make known their objectives to the relevant dean.)

Type B   Type B Centres are those that involve activities beyond the scope of a single college and/or involve significant resources and will require the endorsement of the Deans involved, the appropriate Vice-President (usually the Vice-President Research) and Provost's Committee on Integrated Planning (PCIP) before seeking the approval of Council. These Centres are organizationally part of the University and are subject to University management and control, reporting to a designated Dean or an appropriate Vice-President (usually the Vice-President Research).

Type C   Type C Centres are Centres that are incorporated and legally distinct from the University, and which have academic/research implications for the University. These Centres must have the authorization of the Vice-Presidents and secure Council approval before being recommended to the Board of Governors. These Centres may be either a cooperative relationship involving the sharing of resources, or a landlord-tenant relationship, reflecting the academic interest of the University in the Centre's activities and recognizing the University's community obligation to promote the greatest community use of its facilities and resources. These Centres will report on their academic and research activities to a Dean to the extent possible, and/or to an appropriate Vice-President. A financial report must also be provided to the Vice-President (Finance and Resources) for the Board, and all legal requirements of incorporated entities met.

Type D   Type D Centres are legally incorporated entities, established to support the activities of the University, but which have no academic focus. Such Centres may be proposed by a college or administrative unit, and their establishment would require the approval of the Vice-President Finance and Resources, PCIP and the Board of Governors. Type D Centres would report on an annual basis to the Vice-President Finance and Resources and through that office to the Board.

Part II: Formal Proposal for a Type A, Type B or Type C Centre

The Formal Proposal allows the Subcommittee on Centres to ensure that all of the resource implications of the proposal have been considered, and that an administrative structure will be in place to maintain accountability and access to needed resources.

The following is a template to guide the preparation of a Formal Proposal.

1. Name of Centre.

2. Type of Centre.
· Type A (College-level: reports to a Dean, and does not involve substantial resources)
· Type B (University-level: reports to a designated Dean or Vice-President, with activities beyond the scope of a college and involving significant resources)
· Type C (University-level incorporated)

3. Academic Plan.

Goals and Objectives: Please explain why this Centre is needed. Provide a brief description of the goals of the Centre and consistency with institutional priorities as expressed in the Strategic Directions and in the Foundational documents. Include a discussion of the following issues:

- Outline the rationale for the Centre, and provide a brief description of the range of activities which are envisioned to be associated with the Centre.
- What activities will be encompassed within the Centre that cannot be undertaken within existing units?
- Also indicate the academic units in the University which will be involved in or affected by the Centre. This statement should include information about Centre objectives, need for the Centre, demand, uniqueness and the expertise of the sponsoring unit.
- Where relevant, the proposal should also indicate whether the establishment of the Centre is consistent with the goals of constituent colleges stated in Integrated College Plans, and whether the creation of the Centre has been identified as an objective in any Integrated College Plan.

Impact and relationships: Please indicate how this proposal relates to department or college activities and plans, including the impact it will have on department activities, on colleagues, on students and on other departments or colleges. This section should include a description of the links which are anticipated with individuals, groups or organizations at other institutions or outside the university setting.

Scholarly Work: Identify as specifically as possible particular scholars or groups of researchers who would be employed by or affiliated with the work of the center. This section should describe how the expertise and activities of these scholars will contribute to the work of the Centre, or enable it to realize its objectives.

4. Proponents.

Provide the identity and academic affiliation of the proponents.

Consultation: Describe the consultation process followed in putting together this proposal, including letters of support from Dean(s), from Research Services and others as appropriate.

Proponents of Type B and C Centres will also be required to provide evidence of consultations concerning appropriate resources with the Library, Information and Communication Technology, and Facilities Management. Forms for this purpose are attached to these guidelines. The forms should be signed by the representative(s) with whom the consultation has taken place, who should be given an opportunity to comment on the implications for their operations of the Formal Proposal.

5. Centre Management.

Describe clearly the management structure which will be put in place to administer the Centre. This description should indicate the identity and affiliation of the members of any management board or committee. The Dean or Vice-President who is administratively accountable for the Centre should be identified, and the mechanisms for reporting should be outlined.

A contact person or persons should be identified.

6. Resources and Budget.

The process for approval of the creation of Centres is intended to ensure that the allocation of University resources to them is made in a way which is consistent with the allocation of resources to other activities within the University, and also that Centres have a clear means through which they can access the resources necessary to their effective operation.

Please describe the proposed financial basis for the Centre.   This should include the sources of funding for the Centre, such as research grants, and whether an allocation of funds or in-kind resources from a department, college or the University will be required.

Proponents of Type B and C Centres will be required to provide the Subcommittee with a Business Plan. This Plan should be formulated in consultation with a Financial Analyst within the Budget and Special Projects Office of the University's Financial Services Division.   The Business Plan should indicate how resources will be acquired and used, and these projections should, insofar as that is possible, be aligned with the timing of integrated planning cycles.

7. Support.

Indicate the Vice-President, Dean(s) or other appropriate administrators who are supportive of the project. Letters of support from the Dean and/or Vice-President should be attached to the proposal. In the case of a Type A Centre, a letter of support from the Dean administratively responsible for the Centre is required. For a Type B or Type C Centre a letter of comment and support is required from the Vice President Research, from PCIP, and from the Deans of the sponsoring Colleges.

8. Governance.

Provide a description of the governance structure, and the management and reporting arrangements that will support the work of this centre. If the Centre will be responsible for programming indicate how the program will be managed and who should be considered the contact person for program information and administration (e.g. liaison with the Registrar). If programs will be offered collaboratively, outline the College-level approvals required and the consultation that has taken place with participating Colleges.

9. Systematic Assessment.

It is expected that the operations of each Centre will be reviewed in the context of the University integrated planning process. The scope and timing of the review should be included as part of the proposal. The review will be co-ordinated by the Dean or Vice-President who is administratively responsible for the work of the Centre.

Attachments.

Attached to the Formal Proposal should be any letters of support, the Business Plan, and the required consultation forms.

Business Plan Form for New Centres

Please consult the appropriate financial analyst, as listed on the Budget and Special Projects section of the Financial Services Division website (below) to develop a Business Plan. http://www.usask.ca/fsd/

The Budget portion of the business plan can follow the following format:

Business Plan Budget Template						
Sources and Uses of Funding	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sources of funding - Note 1						-
						-
						-
						-
Total Sources of Funding	-	-	-	-	-	-
Uses of funding - Notes 2 & 3						-
						-
						-
						-
Total Uses of Funding	-	-	-	-	-	-
Surplus (Deficit)	-	-	-	-	-	-
Accumulated Surplus (Deficit)	-	-	-	-	-	-

Note 1: List all anticipated sources of funding (e.g. Tuition; College contribution; requested contribution from central sources subject to approval; grants and other external funding)

Note 2: List all anticipated ongoing uses of funding (e.g. salary and benefits – instructional; salary and benefits – administrative; materials & supplies; travel; consulting or other fees; equipment rental/purchase; additional facility/IT/Library costs)

Note 3: List any anticipated one-time uses of funding (e.g. set up costs, equipment purchase).

Information Technology Requirements for New Centres

This form is to be completed by the person responsible for submitting the centre proposal in consultation with the Information Technology Services Division. Contact the Office of the Director of ITS (phone 4810) for assistance.
This form is intended to ensure that the centre
     1) Articulates what ICT needs it has;
     2) Can cost and fund these needs (or find alternatives);
     3) Determines in agreement with ITS what needs ITS can meet;
and that ITS considers the Centre's impact on the institution's ICT infrastructure

Costs for the components should be estimated in conjunction with ITS. Funding sources should be included.

1. Centre Identification:
   _____

   Sponsoring Unit:
   _____

2. Network Requirements
   2.1   If you need new network connections or new wireless access, please list locations for these.

   2.2   Please describe any special network requirements that the centre will have. These would include high speed data transfers, video conferencing, media streaming, remote database connections, firewall protection, or similar.

   2.3   Will centre employees access University IT resources from off-campus locations, such as their homes, other non-university sites (such as the provincial health regions), or from field locations? How would this access be provided?

   2.4   Will the centre use locations that require networking beyond the extent of the current campus network? (E.g. new buildings)

   2.5   Are there any special telephone needs? (E.g. multiple line telephones, call centre, call recording.)

3. Software Requirements
   Does the Centre require specialised software and if so what? (This would include software for modelling, analysis, statistics, visualisation, presentation, etc.) Consider ongoing support and upgrading.

4. Data Requirements
   Will the centre being producing, acquiring, or analysing data that have special requirements, such as privacy or other enhanced security; large data storage; data retention beyond the mandatory 5 years? What are the mechanisms for data backups? What plans are required for data management?

5. Service Requirements
   What ICT services are required by the centre? Examples include

Staff/student training services; desktop support; web development and hosting; email beyond the campus Exchange service; database design, development and management; software development; high performance computing or storage services like WestGrid or Cloud resources?

6. Hardware Requirements
   What specialised I.T. hardware is required by the Centre? This could include high performance servers, graphics intensive workstations for visualisation, equipment for data acquisition and equipment control, large disk servers, rapid prototype devices. Include initial purchase and ongoing support and upgrades in your consideration.

7. Staff IT Support & Personnel
   Will the Centre require internal I.T. staff, and for what tasks? Will the Centre use other support services, such as ITS Desktop Support, and for which tasks?

8. Impact on Institutional Systems
   Are there any changes to institutional I.T. systems (student/course information, financial, human resources, and similar institution wide systems) necessary to support the proposed Centre? An example of where this may occur if the Centre has a partnership with an external organisation. The Centre and ITS shall provide an estimate of the systems modifications required.

9. Modifications
   If the centre needs to have renovations to accommodate computing, please indicate these on the FMD form.

10. Comments
    Please list any other factors that may affect the Centre's ICT requirements.

Centre Representative   I.T.S. Representative

Date

Name

Signature

Library Requirements for New Centre

This form is to be completed by the faculty member responsible for the centre proposal in consultation with the subject area librarian from the University of Saskatchewan Library. Contact the Director of Libraries (phone 5927) for assistance.

1.   Proposal Identification
        Centre: _____

2.   Library Resources

        2.1   Resources are/will be located mainly in the _____ Library

        2.2   Comment on the adequacy of the current level of Library acquisitions in support of this discipline.

        2.3   Specify any serial titles that are core to this centre.

        2.4   What access is required to resources held elsewhere? (Identify additional costs for access e.g. networking of databases, consortial access to databases, document delivery options).

        2.5   Will any resource re-allocation within the broad discipline be necessary to support this new centre?

        2.6   What are the human resource requirements to support this centre?
               (Does the Library have the subject expertise amongst its staff? Are more staff required to develop collections, provide user education, develop and promote web access to resources, etc.).

        2.7   If the centre has a teaching component, particularly for graduate students, are library resources sufficient for this program.

3.   Additional Library Resources Required

        3.1   Are new subject areas of acquisition, new electronic resources/databases, new/additional library technology requirements are needed to meet centre requirements?

        3.2   Are there distance education service needs and costs?

        3.5   Provide an estimated budget required for library resources to support this centre annually.

Date: _____

Librarian's Signature:_____

Director of Libraries Signature: _____

Faculty member (for the sponsoring college/dept): _____

**Physical Resource Requirements for Programs and
Major Revisions (Space, Renovations, and Equipment)**

Name of Program:

Sponsoring College:

This form is to be completed by the Faculty member responsible for the Program Proposal in consultation with the Facilities Management Division. For assistance, please contact the Associate Director, Space Management and Planning (966-6106.)

Prior to sending your submission to the Academic Programs Committee, attach this form when completed, to the Program Proposal. If required, additional comments may be attached.

1. **SPACE/RENOVATIONS**

    1.1   Does the new/revised program require space resources in addition to the college's present space allocation?

    __ No (Skip to question 1.3.)

    __ Yes (Please describe below.)

Type of Space*	Amount	Occupants	Area or Capacity	Special Requirements (fume hoods, cold room, A/C, etc.)

   * Some examples of types of space include: classroom; office (faculty, staff, and graduate student); laboratory (teaching, research); workshop; studio; rehearsal room; field plot; animal facilities; etc.

    1.2   Is the college aware of space outside of its current resources that could accommodate these needs?

    __ No

    __ Yes (Please describe below.)

    _____
    _____
    _____
    _____
    _____

1.3   Does the new/revised program require renovations to the college's current space?
      __ No (Skip to section 2.)
      __ Yes (Please describe below.)
       General Description of Renovations:

      _____
      _____
      _____
      _____
      _____

      Room #(s):   Present Use

      _____
      _____
      _____
      _____
      _____

      Proposed Use: (Including special installations, e.g. fume hoods.)

      _____
      _____
      _____
      _____

1.4   Has a Work Initiation Request Form (WIRF) been submitted to Facilities Management for any of the above additions or renovations?
      __ No
      __ Yes (Please attach a copy of the form.)

1.5   Can development of any of the proposed additions or renovations be phased or completed in stages?
      __ No
      __ Yes:
       Please provide timeframe and FMD cost estimates for each stage. (Note: Cost estimates for additions and renovations may be obtained by submitting a Work Request Initiation Form (WIRF) to FMD Work Control. For more information, please visit: http://www.facilities.usask.ca/services/workcontrol/

      _____
      _____
      _____
      _____
      _____

2.   EQUIPMENT
      2.1   Does the new/revised program require additional equipment or upgrades to current equipment?
       __ No
       __ Yes (Please describe below.)

Equipment Required (Including special requirements*.)	Quantity	Estimated Required	Estimated Unit Cost	Total Cost

*Note whether the installation of equipment will require additional space or renovations, or if there are special electrical, cooling, ventilation, plumbing, etc. requirements.

3. **FUNDING**

    3.1   Are college funds available for the required new space, renovations, or equipment?
           Initial costs: __ No
                          __ Yes:

      Ongoing operating/maintenance costs: __ No
                                          __ Yes:

    3.2   Are funds available from non-base budget/external sources towards the cost of any of the new space, renovations, or equipment?
           Initial costs: __ No
                          __ Yes

      Ongoing operating/maintenance costs: __ No
                                          __ Yes
      If yes, provide details, including any special conditions:

        _____
        _____
        _____
        _____
        _____
        _____
        _____

    3.3   Will there be a request to the Provost's Committee on Integrated Planning for capital funds to accommodate the program?
           __ No
           __ Yes

4. **ADDITIONAL COMMENTS**
If relevant, please comment on issues such as the adequacy of existing physical resources for delivering the proposed program, the feasibility of proposed additions or renovations, sources of funding, etc.

Date: _____

_____   _____
Andrew Wallace, Facilities Management   Bryan Bilokreli, Institutional Planning
                                                   and Assessment

_____
Faculty Member (Sponsoring College)

_____   _____
Print Name   Phone