AGENDA ITEM NO: 12.1

UNIVERSITY COUNCIL
COMMITTEE NAME
REQUEST FOR DECISION

PRESENTED BY: Darrell Mouseau, Chair, Planning & Priorities Committee

DATE OF MEETING: 15 October 2020

SUBJECT: Centres Policy

DECISION REQUESTED: It is recommended:

That Council approve revisions to the Centres Policy (2004), with changes to take effect immediately following Board of Governors approval, anticipated December 15, 2020.

PURPOSE:

The university encourages pursuit of inter- and multi-disciplinary activities to enhance the academic interests of the university and its faculty in the pursuit of research, teaching, scholarly and artistic work, and to meet the needs of the community at large. Centres and research collaboratives provide mechanisms to support and enable such inter- and multi-disciplinary pursuits. The Centres Policy sets out definitions and principles for the creation, monitoring and review, and closure of centres and research collaboratives.

DISCUSSION SUMMARY:

The university's first foray into the systematic management of research centres occurred in 1997 with the development of the Policy on Centres, subsequently revised in 2004. Significant changes in the university and national research environment (e.g. increasing emphasis on multi- and inter-disciplinary research; expanding opportunities for external partnership, new interdisciplinary schools) and a decade and a half of administrative experience with the current Centres Policy, necessitated a review of and subsequent revision to the current policy.

Revisions to the Centres Policy (and associated Guidelines) have been developed through an extensive, iterative consultation and development process. Initially informed by a review of strategies employed at U15 research institutions and best practice literature (Re-examining the University’s Approach to Centres: USask Discussion Paper), consultations occurred over 2019 and 2020. They included iterative feedback from: the Subcommittee on Centres; the Research, Scholarly and Artistic Work Committee (RSAW); Policy Oversight Committee; the Planning and Priorities Committee;
Five substantive revisions are recommended to the 2004 policy:

(1) **Change to centre typology**

The 2004 *Centres Policy* established a classification system based on reporting lines and breadth or focus of activities. Centres were categorized as A, B, C or D. This classification system has proven unsatisfactory (e.g. fuzzy distinction particularly between A and B centres; confusion around reporting lines).

The proposed revisions eliminate the four categories while emphasizing the need for clear lines of accountability. In addition, the proposed revisions introduce the concept of *research collaboratives* to provide a mechanism to recognize multi-disciplinary research groups that may require institutional support and would benefit from institutional profile but are not at a stage where they require the formal structure of a centre.

**Policy / Guideline reference**
- Policy – 1.0 Definition of Centres and Research Collaboratives

(2) **Effective approval processes**

In approving new centres, the university seeks to balance thoughtful review (management of risk) and responsiveness to emergent opportunities. Current approval processes require months to a year to navigate as proponents receive and benefit from iterative feedback from various committees (e.g. RSAW, P&P, Centre Subcommittee) prior to final approval from Council. These timelines limit the institution’s ability to respond nimbly to emergent opportunities and can create strain on relationships with external partners.

Modelled after positive experiences at the universities of McGill and Queens, the proposed policy revisions create an option for the provisional approval of centres. Intended for emergent opportunities, this expediated approval process allows for a two-year provisional status to be granted to a centre. Provisional status is revoked if proponents do not submit an update on progress at one year and/or a full centre application within two years.

Associated guidelines outline the approval processes related to provisional status (new), research collaboratives (new) and centres (revised to improve clarity and capture relevant information).

**Policy / Guideline reference**
- Policy – 3.0 Establishment of Research Centres and Collaboratives
- 4.0. Provisional approval of Centres
- Guidelines - Establishment of a Provisional Centre
- Establishment of a Research Collaborative
- Establishment of a Centre
(3) **Introduction of terms**
Under current USask policy new centres are approved without term and become permanent structures with the USask environment. Adoption of limited terms for new centres represents good practice in the management of such entities. The revised policy proposes a typical 5-year term but allows proponents to propose an alternative length that best reflects the business needs of the centre. Centres may be renewed for one or more terms conditional on positive reviews.

**Policy / Guideline reference**
Policy – 8.0 Terms and Renewals of Centres and Collaboratives

(4) **Introduction of reporting and review requirements**
Building off the recommendations of the USask Task Force on the Management of Centre (2007 report), the proposed policy introduces annual reporting and review requirements as good practices supporting the ongoing vitality and relevance of the centre. In recommending annual reporting and periodic review, the Task Force sought attempted to address concerns, still relevant in 2020, for greater clarity on the relationship of centres to the university (via oversight, engagement in planning, resourcing), financial commitments to and of centres, and impact of activity.

Recognizing the tremendous variation in size, scope and management of centres, the revised policy introduces minimum requirements for reporting (annual) and review (minimum every 5 years). The nature of these reports is to be determined by the individual (dean, executive director or vice-president) to whom the centre reports in consultation with the centre director and, as appropriate, the centre advisory/governance structures, thus ensuring that reporting and review requirements are appropriate to centre activities and capitalize on reporting/review requirements already in place and required by centre governance boards.

**Policy / Guideline reference**
Policy – 7.0 Reporting
12.0. Implementation and Transition

(5) **Creation of a mechanism for disestablishment**
Lacking in the 2004 policy, the revised policy and associated guidelines detail the circumstances under which a centre and/or research collaborative may be terminated. The policy recognizes five instances in which closure of the centre or research collaborative may be appropriate: inactivity; decision of the majority of the membership; failure of a provisionally approved centre to complete approval process; unsatisfactory review; or evidence of fundamental performance problems.

The associated guidelines outline protocols which will ensure that in event of closure, actions have been undertaken to appropriately review and dispose of assets and liabilities (including consideration of personnel, contractual obligations, and partnerships) and that a strategy has been established for both internal and external parties to communicate closure of the centre and/or collaborative.
FURTHER ACTION REQUIRED:

The Centres Policy requires approval by both University Council and the Board of Governors. Upon approval by Council, the Centres Policy will be presented to the Board for approval.

Following approval by USask's governing bodies, the policy and guidelines will be posted on the University Secretary’s website and notice of changes will be provided to all centre directors and the dean/executive director/vice-president to whom they report.

Implementation of review and reporting requirements will be supported by materials being developed through parallel and complementary work being undertaken by the Office of the Vice-President Research to detail best practices associated with centre management, including but not limited to review and reporting.

ATTACHMENT:

1. Centres Policy
2. Guidelines for the Establishment of a Provisional Centre
3. Guidelines for the Establishment of a Research Collaborative
4. Guidelines for the Establishment of a Centre
5. Guidelines for the Closure of a Centre or Research Collaborative
Centres Policy

Responsibility: Vice-President, Finance and Resources / Vice-President, Research / Provost and Vice-President Academic

Authorization: Board of Governors, University Council

Approval Date(s):

Purpose
The university encourages the establishment of centres and inter- and multi-disciplinary clusters (collaboratives) to enhance the academic interests of the university and its faculty in the pursuit of research, teaching, scholarly and artistic work, and to meet the needs of the community at large. For purposes of orderly functioning, this policy sets out definitions and principles for the creation, monitoring and review, and closure of centres and research collaboratives.

Policy
Preamble: Centres and research collaboratives are intended to strengthen, coordinate or facilitate research, scholarly and artistic work purposes or activities not readily undertaken within the university's departmental and unit structures, and are intended to offer new areas of activity consistent with the university's strategic direction and priorities. The university values the strengths and contributions of existing centres and clusters, and seeks to ensure their ongoing success.

To this end and in keeping with good governance, the university has a responsibility to establish appropriate mechanisms to give assurance of relevance and continued viability in a changing environment, and to acknowledge the high demands for accountability and transparency. The existing policy on centres, developed in 1997 and updated in 2004, has been revised to facilitate the creation of centres and interdisciplinary collaboratives, protect their integrity, and improve essential communication and accountability within the university. These objectives and terms are fully consistent with the establishment and management of similar entities at other universities in Canada and the United States.

The university recognizes creation of centres and research collaboratives as indicative of the vitality, creativity and inventiveness of the academic community, and supports such enterprise to the fullest extent possible. For the purposes of orderly functioning this policy sets out definitions and principles for the creation, monitoring and review, and closure of centres and research collaboratives. Companion guidelines to assist in streamlining the processes involved will be developed to support and assist all University of Saskatchewan centres and collaboratives.

1.0 Definition of Centres and Research Collaboratives

1.1. The university recognizes and hosts a variety of inter- and multi-disciplinary entities, variously known as centres, institutes, units, organizations, networks, groups, clusters or programs, including incorporated entities.
1.2 For purposes of this policy, a **centre** is a formally structured organization which is not a division, department, school 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.

Centres may be created solely within the university, or more commonly may be the result of a partnership between the university and external organizations, including other universities, governments, industry, and public good organizations. The governance structure of these entities is constituted to safeguard principles of academic freedom and integrity, and provide clear processes for management of conflict of interest such as provided by university policies related to the responsible conduct of research. Centres report to designated Dean(s)/School Executive Director(s) (henceforth referred to as Executive Director) or an appropriate Vice-President (usually the Vice-President Research.)

1.3 In exceptional circumstances, centres may be established as incorporated and legally distinct from the university. 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 report through an appropriate Dean(s)/Executive Director(s) or Vice-President to the Board of Governors of the university.

1.4 **Research collaboratives** are multi-disciplinary research groups that may require institutional support. They are established to meet an emergent need, to incubate new collaborations, or provide profile to a research group. They are not at a stage where they require the formal structure of a centre. Collaboratives report directly to their Dean(s)/Executive Director(s) and may establish and dissolve in a short period of time through a college approval process.

1.5 Both entities undertake activities that include, but are not necessarily limited to 1) performing disciplinary or multi-disciplinary research, teaching, scholarly or artistic activity; 2) offering new curricular and extra-curricular educational opportunities; 3) demonstrating or stimulating research, scholarly, artistic or business opportunities; and 4) providing outreach activities.

1.6 The policy on centres is not applicable to networks, platforms, laboratories or other entities known as “centres” whose role it is to support the activities of the university.

2.0 **Accountability**

2.1 Each Centre must have a clear line of accountability to one or more Dean/Executive Director or Vice-President.

2.2 Separately incorporated centres also report through the appropriate Vice-President to the Board of Governors of the university.

2.3 Research Collaboratives report directly to their Dean(s)/Executive Director(s).
3.0 Establishment of Centres and Research Collaboratives

3.1 Guidelines for the establishment of centres and research collaboratives, including application instructions, will be set out in the *Guidelines for the Establishment of Centres* and *Guidelines for the Research Collaboratives*. These guidelines will outline the financial, governance and management requirements of centres and research collaboratives.

3.2 At the time of establishment and/or renewal centres and research collaboratives must set out targets against which success can be assessed during a review process.

3.3 The establishment of new centres requires the Planning and Priorities Committee to review applications and make a recommendation to Council for approval. In the case of centres seeking incorporation, the committee will also make a recommendation to the Board of Governors for approval.

3.4 Research collaboratives will be established through college approval process. The Dean/Executive Director will provide a recommendation to the Vice-President Research for the establishment of a research collaborative as outlined in the *Guidelines for the Establishment of Research Collaboratives*.

4.0 Provisional Approval of Centres

4.1 Provisional approval may be given to centres when emergent opportunities call for a quick institutional response. This fast-tracked approval process lacks the robust process normally seen with the approval of centres and will only be given for a 2-year term. Prior to the end of the 2-year term, the centre must submit a full application to receive full approval. The provisional status will remain in effect during the approval process.

4.2 Procedures for provisional approval of centres will be outlined in the *Guidelines for the Establishment of Provisional Centres*.

4.3 Entities granted provisional centre status are required to submit a progress report at the end of their first year. The report must detail activities undertaken and progress made on development of the centre application. A centre’s provisional status will be revoked if a report is not received.

5.0 Financing

5.1 Approval of centres should be based on, at minimum, a 5-year commitment of financial support by government, community, industry and/or the university that is appropriate to cover the direct and indirect costs associated with the centres operations.

5.2 The financial viability of a centre should not be based solely on a short-term grant or contract.

5.3 The responsible Dean(s)/Executive Director(s) or Vice-President of a centre should be aware of its budget plans, and in seeking additional donations the centre should be aware of and be consistent with the university's fundraising plan, coordinating fundraising needs with the university.
6.0 Management

6.1 All university centres must have a management structure (e.g. advisory board and/or a named executive officer). The scale of the management structure will be dependent on the scope and activities of the centre and may range from a single individual to a highly structured board.

6.2 All university centres and collaboratives must adhere to university policies, procedures and guidelines including but not limited to communication, branding, intellectual property management, fund raising and research administration.

7.0 Reporting

7.1 Centres and research collaboratives will provide annual reports to the responsible Dean(s)/Executive Director(s) or Vice-President.

7.2 The nature of the report will be determined by the responsible Dean(s)/Executive Director(s) or Vice-President in consultation with the Centre Director and, as appropriate, centre governance entities and will include activities and accomplishments, finances and budget/business plan for the coming year. Efforts should be undertaken to align with existing reporting practices to stakeholders and centre advisory boards.

7.3 Failure to provide the annual report for two consecutive years will result in automatic closure of the centre or research collaborative.

8.0 Terms and Renewal of Centres and Collaboratives

8.1 Research collaboratives will be established for an initial 2-year. They will report annually to the Dean(s)/Executive Director(s) on their activities, and may be renewed for additional year(s) at the Dean’s/Executive Director’s discretion.

8.2 The initial term of centre will not normally exceed five years. On the recommendation of the accountable Dean(s)/Executive Director(s) or Vice-President, an alternative term length or structure may be proposed to better address the business needs of the centre.

8.3 On the recommendation of the accountable Dean(s)/Executive Director(s) or Vice-President, centres may be renewed for one or more terms.

8.4 Reviews provide opportunities for centres to assess progress, and confirm or refine their vision, goals and activities. The responsible Dean(s)/Executive Director(s) or Vice-President will ensure that all centres under their purview undergo a strategic and operational review at minimum every five years. The review will be in a form appropriate to the centre activities, as determined by the Dean(s)/Executive Director(s) or Vice-President to whom it reports in consultation with the Centre Director and, as appropriate other centre governance entities.

8.5 Following review, the responsible Dean(s)/Executive Director(s) or Vice-President may recommend: renewal or extension of the centre’s term; changes to the scope, mandate or structure of a centre; transition of the centre to a different type of entity; or termination of the centre.
8.6 A positive review is necessary for the renewal of another term.

9.0 Strategic Planning

9.1 Each centre and research collaborative will be involved in strategic planning through the unit through which it reports.

10.0 Phase-out and Termination of Centres and Collaboratives

10.1 Closure of a centre will occur if annual reports are not submitted for two consecutive years, an unsatisfactory review takes place and efforts to address shortfalls are not-effective, a majority of centre members recommend disestablishment, or if a “provisionally-approved” centre fails to submit a centre application.

10.2 Outside of the normal renewal cycle, the university may revoke the designation of a centre or research collaborative in response to fundamental performance problems, including reporting deficiencies, financial exigencies, and non-compliance with regulations or other reasons.

10.3 Guidelines for the closure of centres will be set out in the Guidelines for the Closure of Centres and Research Collaboratives. The Guidelines will establish expectations for review and disposition of assets and liabilities including consideration of personnel, contractual obligations, and partnerships.

10.4 The decision to close a centre will be reported to Council, or as appropriate the Board, for information only.

11.0 Standing Subcommittee of the Planning and Priorities Committee on Centres

11.1 The mandate of the Standing Subcommittee on Centres is:
- To facilitate and oversee the establishment of new centres
- To monitor adherence to the Policy
- To develop and review the Policy and Guidelines
- To oversee the disestablishment of centres
- To maintain a list of active centres

11.2 Membership on this Subcommittee will be drawn from the Planning and Priorities, and Research, Scholarly and Artistic Work, Committees of Council, the Offices of the three Vice-Presidents, centre directors, and will be supported by the University Secretary's Office. The Subcommittee will report to Council through the Planning and Priorities Committee.

12.0 Implementation and Transition

12.1 Upon approval of this policy, it will become effective immediately with respect to proposals for new centres.

12.2 Existing centres will require a transitional period to ensure they are able to meet any new requirements, including annual reports and term renewals.
13.0 Guidelines

13.1 Guidelines shall be developed by the Standing Subcommittee on Centres to facilitate the implementation of this Policy.

Contact Information

Contact Person: University Secretary
A. CONTEXT

These Guidelines for the Establishment of a Provisional Centre supplement the university’s centres policy, which was approved by University Council on XXXXX.

Provisional approval may be given to centres when emergent opportunities call for a quick institutional response.

Provisional status may be granted for a maximum 2-year term. Prior to the end of the 2-year term, the centre must submit a full application to receive full approval.

B. AUTHORITY TO APPROVE

The Planning and Priorities Committee has the authority to approval establishment of a provisional centre. The decision will reported to Council for information.

C. PROCESS

1. A short (3-page maximum) proposal for provisional establishment of a centre will be submitted to the Subcommittee containing the following information:
   - Proposed centre name
   - Name of interim Director
   - Objectives and goals of the new centre
   - Rationale/necessity for seeking provisional status
   - Preliminary memberships
   - External partners
   - Proposed governance model
   - Anticipated and secured financial and other resources
   - Proposed timeline for submitting the required documentation for obtaining formal approval

2. Submission of the proposal will be accompanied by a letter of support from the Dean(s)/Executive Director(s) or Vice-President to whom the centre will report. The letter must guarantee financial support to enable development of the centre.

3. Decision of the committee will be reported to Council for information.

4. A report on progress must be submitted to the Subcommittee one year after approval is provided.

5. Prior to the end of the 2-year term, the centre must submit a full application to receive full approval.
GUIDELINES FOR THE ESTABLISHMENT OF A RESEARCH COLLABORATIVE
(September 2020)

A. CONTEXT

These Guidelines for the Establishment of a Research Collaborative supplement the university’s centres policy, which was approved by University Council on XXXXX.

Research Collaboratives are multi-disciplinary research groups that are established to meet an emergent need, to incubate new collaborations, or provide profile to a group of researchers, but are not at a stage where they require the formal structure of a centre. Collaboratives report directly to their Dean(s)/Executive Director(s).

B. AUTHORITY TO APPROVE

Research Collaboratives will be established through college approval process. The Dean/Executive Director will provide a recommendation to the Vice-President Research for the establishment of a Research Collaborative.

C. PROCESS

1. A short (3-page maximum) proposal to establishment of a research Collaborative will be submitted to the Dean(s)/Executive Director(s) of the college/school to which it will report.

2. The proposal will contain the following information:
   
   - Proposed collaborative name
   - Name of lead
   - Objectives, goals and deliverables
   - Rationale/need including
     - fit with college and university priorities
     - contribution to USask priorities related to: Indigenization; Equity, Diversity & Inclusion; and Sustainability
   - Membership
   - External partners (if applicable)
   - Anticipated and secured financial and other resources

3. The Dean/Executive Director will facilitate college approval as appropriate.

4. Decision to establish will be forwarded to the Vice-President Research along with a letter of approval from the Dean /Executive Director including commitment to all needed financial resources.
GUIDELINES FOR THE ESTABLISHMENT OF A CENTRE  
(Revised: September 2020)

1. CONTEXT

These Guidelines for the Establishment of a Centre supplement the university’s centres policy, which was approved by University Council on XXXXX.

These Guidelines describe the processes for proposal and approval of centres. They are intended to enable due diligence related to review of a proposed centre, its ability to contribute to the priorities of the university, and its viability for a minimum of a five-year term.

B. AUTHORITY TO APPROVE

The Planning and Priorities Committee is responsible for reviewing all proposals for centres and then forwarding a recommendation for establishment to Council.

Centres established as legally incorporated entities must also be approved by Board of Governors. The Planning & Priorities Committee will forward a recommendation to this body as appropriate.

C. PROCESS FOR SUBMISSION

Individuals wishing to establish a centre are encouraged to contact the University Secretary’s office early in the process. This office is available to provide guidance throughout the proposal development and approval process.

Proposals to establish a centre will be submitted to the Subcommittee on Centres via the University Secretary and will include the following information:

1. Overview of centre.
   • Name of the proposed centre
   • Brief description of mission/vision of the centre

2. Rationale for the centre.
   • What unique niche at USask will the centre address that cannot be accomplished through existing administrative structures?
   • How will department/colleges/schools on campus contribute to and benefit from the centre?
   • What role is the centre expected to play in the national/international research environment? Are there comparable centres?

3. Research and Academic goals.
   • Describe the major foci and activities of the proposed centre

4. Contribution to USask commitments related to: Indigenization; Equity, Diversity & Inclusion; and Sustainability
   • How will the centre further USask commitments related to the 3 above areas?
5. Assessment.
   - Identify key performance metrics that will be used to evaluate the success of the centre. Where possible, baseline measurements and multi-year targets should be included.
   - Indicate how a centre will be evaluated after five years.
   - If an alternative length or structure of term is being proposed, please provide details and a rationale for the alternative approach.

   - Provide the name and contact information of the proposed Director
   - List other members of the centre, grouped according to category of membership, if applicable (e.g. associate, external community)

7. Governance.
   - Describe the centre’s governance structure including responsibilities and roles of the centre’s committees and/or advisory board
   - Describe, as appropriate, criteria for and categories of members, responsibilities of membership, and voting procedures
   - Who is accountable for the centre (e.g. to whom will it report)

8. Finances and Resources.
   - Most Centres are established for a five-year period with possibility of ongoing renewal. Please provide a 5-year projection of resources and expenditures of the centre.
   - Please detail all cash and in-kind sources of support and indicated whether they are expected or secured
   - Provide details on the operating costs of the centre including human resource, general operating and other costs
   - Attach a letter from the Capital Planning unit indicating the space requirements for the centre have been reviewed and addressed
   - Attach a letter from Information and Communications Technology indicating that any ICT needs of the centre have been reviewed and captured in the operating budget

9. Consultation.
   - List all stakeholders consulted during the development of the proposal
   - Append any letters of support that have been received

10. Endorsement
    - Provide a letter of endorsement from the Dean(s)/Executive Director(s) or Vice-President to whom the centre will report.

D. CONTACT FOR SUPPORT AND SUBMISSION

Comments, questions, or concerns related to the university’s Centres Policy and these Guidelines for the Establishment of a Centre or Research Cluster can be directed to:

Jacquie Thomarat
Associate Secretary Academic Governance
GUIDELINES FOR THE CLOSURE OF A CENTRE OR RESEARCH COLLABORATIVE
(September 2020)

A. CONTEXT

These Guidelines for the Closure of a Centre or Research Collaborative supplement the university’s centres policy, which was approved by University Council on XXXXX.

Centres and research collaboratives are valued entities within the university environment, enabling inter- and/or multi-disciplinary research, scholarly and artistic work and/or activities not readily undertaken within the university’s departmental and unit structures. They are intended to offer areas of activity consistent with the university’s strategic direction and priorities.

The university recognizes five instances in which closure of the centre or research collaborative may be appropriate:

- A centre or collaborative ceases to be active as demonstrated by failure to submit an annual report for two consecutive years;
- A majority of centre or collaborative members recommend disestablishment;
- A “provisionally-approved” centre fails to submit a 1 year progress report or a centre application (within 2 years);
- A centre receives an unsatisfactory review at the end of a 5-year term and efforts to address deficiencies are not successful; or
- There is evidence of fundamental performance problems within the centre or collaborative, including reporting deficiencies, financial exigencies, and non-compliance with regulations or other reasons.

The protocol outlined below is intended to ensure that in event of closure, actions have been undertaken to ensure appropriate review and disposition of assets and liabilities (including consideration of personnel, contractual obligations, and partnerships) and that a strategy has been established for both internal and external parties to communicate closure of the centre and/or collaborative.

B. CLOSURE OF CENTRE

Approval to close a centre

University centres vary immensely in size and scope. They range from small, highly-focused entities engaging a small number of faculty and stakeholders and with limited resources, to complex enterprises engaging a large number of stakeholders and faculty, with significant physical and personnel resources.

Given this range, the Planning and Priorities Committee, in conjunction with the authority to whom the centre reports (Dean, Vice-President, President), will determine the appropriate approval process for the closure of the centre.

In most cases, approval will be granted by the Planning and Priorities Committee, and decision will be reported for information to Council. However, depending on the size and scope of the centre and the
reputational or other risks associated with its closure, the committee may require that Council and/or Board approve the closure.

**Process to close a centre**

1. Submission of a **Notice of Intent** to close a centre.

   A brief, confidential written notice will be provided to the Subcommittee on Centres by the authority to whom the centre reports. The notice provides an opportunity to ensure an appropriate process in place to oversee closure.

   The notice will provide:
   - The name of the centre
   - Reason why closure is being recommended (please see above reasons)
   - Anticipated date for closure
   - The individual, and/or team, charged with overseeing closure including communications, management of financial and human resources, and stakeholder relations
   - Anticipated impact of centre closure including high-level overview of stakeholders and physical and human resources
   - High-level outline of the communication strategy to internal and external stakeholders

2. Feedback to individual(s) requesting closure.

   The Subcommittee will provide feedback on the plan with goal of ensuring a smooth process. It will also indicate the approval process to be followed: e.g. final approval at Subcommittee, Council or Board level.

3. Request to close centre.

   The authority to which the centre reports will submit to the Subcommittee on Centres a report of closure outlining the following;

   A. Name of centre  
   B. Date of closure  
   C. Rationale for closure  
   D. Individual and team overseeing closure activities  
   E. Finances:  
      a. Briefly describe process undertaken to review and close all funds associated with centre including disposition/management of surpluses/deficit.  
      b. Provide confirmation that no financial liabilities remain.  
   F. Human Resources:  
      a. Describe process undertaken to manage centre personnel including steps taken to re-locate and/or provide appropriate notice and layoff.  
   G. Space and Physical Resources:  
      a. Briefly describe process to review and dispose of all physical resources associated with centre.  
   H. Communications and Stakeholder relations:
a. Identify actions taken to date to inform/engage internal and external stakeholders. Please be specific in terms of key stakeholders consulted.
b. Outline any outstanding concerns related to the centre closure. This is to enable ongoing risk management.
c. Describe communication plan following official closure.

4. The Subcommittee on Centres will review and forward for either information or final approval (see #2) a recommendation for closure to the appropriate governing bodies.

C. CLOSURE OF A RESEARCH COLLABORATIVE

Approval to close a research collaborative

Research collaboratives are multi-disciplinary research groups that may require institutional support. They are established to meet an emergent need, to incubate new collaborations, or provide profile to a research group.

Research collaboratives report directly to their Dean(s) and are established through college/school processes.

Process to close a research collaborative

1. Notice to close a collaborative and a short rationale will be submitted to the Vice-President Research

2. Request to Close Collaborative

The authority to which the centre reports will ensure completion of a report of closure outlining the following;

I. Name of Collaborative
J. Date of closure
K. Rationale for closure
L. Individual and team overseeing closure activities
M. Finances:
   a. Briefly describe process undertaken to review and close all funds associated with collaborative including disposition/management of surpluses/deficit
   b. Provide confirmation that no financial liabilities remain.
N. Human Resources:
   a. Describe process undertaken to manage collaborative personnel including steps taken re-locate and/or provide appropriate notice and layoff.
O. Space and Physical Resources:
   a. Briefly describe process to review and dispose of all physical resources associated with collaborative.
P. Communications and Stakeholder relations:
   a. Identify actions taken to date to inform/engage internal and external stakeholders. Please be specific in terms of key stakeholders consulted.
   b. Outline any outstanding concerns to enable ongoing risk management.
   c. Describe communication plan following official closure.
3. Decision will be reported for information to college faculty, the Subcommittee on Centres and the Vice-President Research