

Center Organization White Paper

This white paper is to outline a clarified set of roles for the Associate Vice Presidents and Center Executive Officers (AVP/CEO's) at the University of Idaho Centers. To better serve Idaho efficiently and effectively there is a need to align authority and responsibility in a manner that allows for the realization of strategic opportunities in the Centers, their respective local geographic area, and the University of Idaho. The changes are intended to create synergies among faculty, staff, students, administrators, and communities as an integrated system.

Opportunities need to be prioritized and executed within the Strategic Action Plan and the goals for the entire university system. To enhance communication and collaboration across locations and programs, a modified matrix structure is detailed below describing how the AVP/CEO's will work in partnership with deans and university administrators in the formation of strategic plans, development of new programs, and implementation of existing programs. Authority and responsibility relationships are identified in major categories below.

1. Outreach and engagement

Centers are located strategically in Idaho to allow the engagement with people, organizations and businesses to enhance teaching and learning, scholarly and creative activity, and outreach and engagement. The vision, mission, and values of each Center are defined consistent with that of the University as well as the communities served by the Centers. To facilitate teaching, learning, scholarly and creative activity and link to local communities the Extension District Director(s) will have a dotted-line relationship with the AVP/CEO. The Extension District Director(s) will partner with the AVP/CEO to link faculty, staff, and students on mutually beneficial projects within the respective geographic district/s. The University is attempting to strengthen its outreach and engagement activities across units and locations. As such, the role of Extension, academic units, and the Centers will evolve to better serve internal and external constituents.

2. Scholarship and creative activity

The Centers are doorways into their communities to facilitate and conduct scholarly and creative activity for the University system. The Centers will have as part of their mission the development of that doorway facilitating such partnerships among local faculty, off-site faculty, and the communities. In turn, deans and university administrators, including institute administrators, will be asked to work with the AVP/CEO when they are establishing scholarly and creative activities in the local community. Projects may be established to have faculty located at Centers for a semester or more to build longer-term projects.

3. New program or program downsizing/closure

New programs or program downsizing/closure may be proposed at a Center by academic, graduate school, or library deans or the AVP/CEO. It is expected that appropriate faculty, staff, and students will be included in the initial and ongoing discussions. Each party brings different and important perspectives. The AVP/CEO, through his or her in-depth knowledge of the community, continuously engages with members of the local geographic area to provide input to identify critical community program needs as well as nationally competitive programs that would be well matched to local opportunities. Deans know their

programmatic strengths and opportunities to enhance teaching/learning, scholarly/creative activity, and outreach/engagement. It is through the collaboration of AVP/CEO's and deans, with their diverse perspectives, that a holistic picture of opportunities and needs can be more fully understood. If after assessing the opportunities a decision is made to go forward with a proposal, the dean and AVP/CEO will work together to process the program changes through the normal university review and approval channels. In the case of downsizing or closure, the dean and AVP/CEO will work with existing policies after initial consideration by the Provost and Executive Vice President. If there are differences of opinion on how to proceed, the Provost and Executive Vice President will work with the parties to identify a solution and will be the final authority.

4. Fund raising, alumni activities, Vandal Boosters, marketing, and athletics activities.

The AVP/CEO knows the local community context and can be of help when interacting with all of the groups noted above. As such, when University groups are planning activities in the Center communities, the AVP/CEO or his/her representatives must be notified for proper local coordination and support. The AVP/CEO may organize a University of Idaho local community engagement network to better link the Center and the rest of the university to the local community. The AVP/CEO, VP for Advancement, deans and other University administrators will partner to develop an integrated advancement plan in each geographic region served by the Centers to assure there are coherent marketing, alumni, and development strategies deployed and that there is a university plan and support for appropriate local initiatives. The AVP/CEO will create a climate in their areas of responsibility that fosters and enhances recruiting and retention efforts.

5. Personnel issues

Center faculty, staff, and institute directors/faculty are members of the University of Idaho community and most have home departments at this time that are directly tied to an academic program/department on the Moscow campus. Position descriptions, probationary and annual reviews, third-year reviews, tenure, and promotion decisions need to reflect the local context and strategic action plans at the Centers as well as those of the colleges and departments. As such, position descriptions, annual reviews, third-year reviews, and tenure and promotion reviews require the signatures of the academic dean/chair or unit head as well as the AVP/CEO and other interdisciplinary administrators as appropriate. Similarly, when new positions are established at the Centers, approval from the dean/chair, unit head, interdisciplinary administrator, and AVP/CEO are required prior to final review and approval by the Provost and Executive Vice President. In addition, the approval of new and replacement hires at the Centers will require the signature of the AVP/CEO and dean and any other University administrator involved in the transaction with the exception of that under the auspices of Extension. If there is a disagreement, the dean or AVP/CEO may write a separate opinion/argument. For such disagreements the Provost and Executive Vice President or his/her designee will work with parties to find a resolution and will be the final decision authority. The AVP/CEO is the local administrator with responsibility for fostering a University of Idaho community in the geographic location served by the center. Support from personnel in all units to include service on local committees at the center, is expected for smooth coordination of activities and to maximize efficiency and effectiveness of operations.

6. Facilities and space

The AVP/CEO is responsible for all decisions of the leased and university owned space in the geographic region served by the Center, with the exception of that under the auspices of Extension. The geographic areas of responsibility are:

1. Northern Idaho, from Boundary County, south to Idaho County [State Regions 1& 2] with the exception of Latah County
2. Southwest Idaho, from Adams and Valley Counties south to Boise and the section of the state bounded by Nevada on the south, Oregon on the west, and inclusive to Cassia and Blaine Counties[State Regions 3 and 4]
3. Southeast Idaho, from the southeastern section of the state bounded by Montana, Wyoming, Utah/Nevada, to the north, east and south respectively and from north to south perpendicularly to include Oneida, Power, Bingham, Butte, Custer and Lemhi Counties [State Regions 5 and 6].



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Space shall be allocated through a process developed at the Center and run by the AVP/CEO and include opportunities for open discussions with Deans, Extension Directors, Institute Directors, and University Administrators. Procurement of facilities/space, building safety and related issues will be overseen by the Center to assure compliance with university standards. Bandwidth, computers, servers, and peripheral equipment attached to university networks will be maintained by the Center, in compliance with university standards, coordinated with the AVP/CEO, and mutually agreed upon. All voice, video, data systems, and websites linked to the Centers must meet university standards. Centers are responsible for implementation of university standards, including network security and connectivity, that may require local adaptation of university policies to assure that the standards are consistently maintained in all facilities/space occupied by University of Idaho programs and personnel.

7. Students and student services

To ensure system-wide application of academic standards, registration and grades will be processed by the University Registrar. Admission to the University as well as financial aid and scholarships received by students will be processed by the Director of Admissions and Financial Aid unless all parties agree upon a locally negotiated agreement. The University's graduations will be planned by a Graduation Committee and include representatives from the Centers. The AVP/CEO, in cooperation with other University Administrators, will assure students have access to appropriate student services at each center. Advising, mentoring, and student support programs should be done on site to the extent possible.

8. Conferences, professional development activities and economic development.

In the geographic region served by each Center, the AVP/CEO in cooperation with the deans and other university administrators, will organize professional and continuing education programs (credit, noncredit, conferences, etc.) across disciplines to successfully compete with greater responsiveness. Systems developed must minimize potential internal

competition that can impede productivity and effective service to constituents and be based on an integrated strategic plan for professional development.

9. Library services

University faculty, staff, and students, regardless of location, have access to University library services. To facilitate this, Centers are encouraged to prominently feature a link to the library on their websites. Coordination of services should occur between the AVP/CEO and the Dean of Library Services.

10. Center advisory cabinet

To facilitate communications among the members of the matrix structure the Center may develop an advisory cabinet composed of the Extension District Director, a representative from the Office of Research, college representatives and other internal stakeholders as needed. At the same time, the operation of the Center is the direct responsibility of the AVP/CEO and final decisions for the geographic area rests with the AVP/CEO.

11. Budget model

A transparent budgeting process will be established to allocate funding to the Centers that addresses all sources and uses of funds and how they flow. This should be a predictable allocation model that is easy to track. New allocations to the Centers for operations will be controlled by the AVP/CEO. There are fixed costs associated with running a Center and all occupants must understand that there is an operational cost incurred just by their presence and activity within the facility. With that fact, all occupants and organizations must be prepared to share in the true costs of running a Center. While differences in operational costs and funding streams may vary among Centers, consistency in shared costs at all locations and university support to Centers is intended. Guidelines for the allocation of Indirect Cost Recovery funds will be allocated based on where costs are actually incurred and follow guidelines developed by the Office of Research in conjunction with the college deans and/or University administrators. These guidelines will address the allocation of recovered Indirect Costs based on where the costs for supporting the extramurally funded activity are incurred within the University of Idaho.

12. Performance

In keeping with the University strategic planning initiatives, Centers bring multiple values to the university (student access, strategic location, political involvement, enrollment, alumni support, fundraising, economic/community development, collaborations, relations with other higher education institutions, etc.). The AVP/CEO, deans and other University administrators will establish appropriate measurement criteria for these activities, tools to gather data and information to assess the Center's performance, and annually report progress.