

**CALIFORNIA STATE UNIVERSITY, LOS ANGELES**

**DIVISION OF ACADEMIC AFFAIRS OPERATING PROCEDURE**

**SUBJECT: REVIEW of Presidentially Chartered Centers, Institutes or Bureaus**

**1.0. PURPOSE**

To establish procedures for the periodic review of Centers, Institutes, and Bureaus (hereafter collectively referred to as "Centers").

**2.0. ORGANIZATIONS AFFECTED**

Any unit in Academic Affairs which has a Center as defined in 5.1.

**3.0. REFERENCES AND RELATED POLICIES**

"Establishment or Revision of a Presidentially Chartered Center, Institute, or Bureau"

"Operation of a Presidentially Chartered Center, Institute or Bureau"

**4.0. POLICY**

Each Center as defined in 5.1 must undergo a formal review approximately every six years or as otherwise scheduled to obtain renewal of its Charter. The Provost, a designee, or the President may initiate a special review at any time.

**5.0. DEFINITIONS**

5.1. **Center.** A Center is an entity chartered by the President of the University for a designated purpose. The Centers have the following characteristics:

5.1.1. The Center uses the University name.

5.1.2. The Center uses University space, either gratis or for an in-kind contribution.

5.1.3. The Center is not funded solely by a single grant.

5.1.4. The Center does not undergo a periodic (maximum of every six years) review of its entire operation by an external funding agency or by the program review of departments.

5.1.5. The Center reports to an administrator in Academic Affairs.

5.1.6. The Center generates or has available to it non-state funds.

5.1.7. The Center is staffed by a University employee, either on reimbursed time or by University faculty serving in a voluntary capacity.

5.1.8. The Center is not designated solely to serve Cal State L.A. students.

- 5.1.9. The Center has some minimum amount of activity to justify designation as a formal Center (determined via consideration of levels of fiscal and other support, amount and diversity of activities, etc.).
- 5.2. **School Committee.** The School Committee is composed of at least three faculty members from within the School, at least one faculty member from outside the School and one administrator. It is responsible for reviewing all Centers reporting to the Dean of the School.
- 5.3. **University Committee.** The University Committee is composed of at least four faculty members representing different schools and one administrator. It is responsible for reviewing all Centers which report directly to the Provost or designee.

## 6.0. RESPONSIBILITIES

- 6.1. The Director of the Center shall:
  - 6.1.1. Write the self-study in the Fall Quarter of the year in which the review takes place (see Appendix A).
  - 6.1.2. Create a revised version of the Center's charter if the most recent one is over three years old.
  - 6.1.3. Provide the above documents to the School Dean by the date requested
- 6.2. The School Committee shall (see Appendix B):
  - 6.2.1. Review the self-study and any external reviewer's report of each Center in the School (Winter Quarter).
  - 6.2.2. Seek input from the Deans of Continuing Education, Graduate Studies and Research, and Undergraduate Studies about the Centers (Winter Quarter).
  - 6.2.3. Forward a written report and recommendation on each Center with the School Dean by the end of Winter Quarter (see Appendix C). Possible recommendations may be to reaffirm the Center for another six years (or a shorter period if deemed appropriate), approve the continuation of the Center with a modification of the Charter, or withdraw the Charter from the Center.
- 6.3. The School Dean shall:
  - 6.3.1. Constitute the School Committee in the Fall Quarter and explain its charge and timeline.
  - 6.3.2. Determine whether to invite external reviewers to campus to review any of the Centers reporting to that office. If external reviewers are invited, the resulting written report should be shared with the School Committee.
  - 6.3.3. Review the self-study, the external reviewer's report (if any), and the report from the School Committee.
  - 6.3.4. Make a written recommendation to the Provost and Vice President for Academic Affairs, sent via her or his designee, by the end of the Spring Quarter (see Appendix D). Forward with the recommendation the self-study document, the external reviewers' report (if any) and the recommendation from the Committee.

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NOTE: **Items 6.4 and 6.5** relate **only** to Centers that do **NOT** report to a **school** dean.

- 6.4. The University Committee shall (see Appendix B):
  - 6.4.1. Review the self-study and any external reviewer’s report of any Center that does not report directly to a school dean (Winter Quarter).
  - 6.4.2. Seek input from the Deans of Continuing Education, Graduate Studies and Research, and Undergraduate Studies about the Centers (Winter Quarter).
  - 6.4.3. Forward a written report and recommendation on each Center to the Provost’s designee by the end of Winter Quarter (see Appendix C). Possible recommendations may be to reaffirm the Center for another six years (or a shorter period if deemed appropriate), approve the continuation of the Center with modification of the Charter, or withdraw the Charter from the Center.
  
- 6.5. The Provost’s designee shall:
  - 6.5.1. Constitute the University Committee in the Fall Quarter and explain its charge and timeline.
  - 6.5.2. Determine whether to invite external reviewers to campus to review any of the Centers reporting to that office. If external reviewers are invited, the resulting written report shall be shared with the University Committee.
  - 6.5.3. Review the self-study, the external reviewer’s report (if any) and the report from the University Committee.
  - 6.5.4. Make written recommendations to the Provost by the end of the Spring Quarter (see Appendix D). Forward with the recommendations the self-study report, the external reviewers’ report (if any) and the recommendation from the Committee.

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- 6.6. The Provost shall:
  - 6.6.1. Review all recommendations and supporting documentation.
  - 6.6.2. Possibly invite additional external reviewers to campus to review any of the Centers.
  - 6.6.3. Make a recommendation to the President about the status of each Center being reviewed, normally by the end of the Summer Quarter.
  
- 6.7. The President shall:
  - 6.7.1. Determine whether the Charter of the Center shall be extended, modified, or withdrawn.

## 7.0 PROCEDURES

- 7.1. All Directors of Centers shall write a self-study by the end of Fall Quarter and a revised charter if the most recent is more than three years old..
- 7.2. In the Fall Quarter, the School Deans (or the Provost's designee for Centers not reporting to a School Dean) will set up the appropriate committee as described above to review Centers reporting directly to that office and decide whether external reviewers should be brought in. If the decision is made to use external reviewers, then the office making that decision will bear those costs.
- 7.3. The School or University Committee shall review appropriate Centers and file its report with the appropriate administrator as described above by the end of Winter Quarter.
- 7.4. The School Dean shall review the reports from the School Committee and make a recommendation as described above to the Provost via her or his designee by the end of the Spring Quarter.
- 7.5. The Provost's designee shall review all documentation and recommendations on each Center for completeness and appropriateness and forward them to the Provost.
- 7.6. The Provost shall review recommendations on each Center and may request an external review of a Center (if so, that office will bear the review's costs).
- 7.6. The Provost will make a recommendation to the President on each Center being reviewed, normally by the end of the Summer Quarter.
- 7.7. The President shall determine whether Charters of Centers shall be extended, modified, or withdrawn.

### APPENDICES

#### APPENDIX A. FORMAT FOR THE SELF-STUDY DOCUMENT REQUIRED FOR THE REVIEW OF A CENTER

1. **Establishment.** Provide a statement of the history of the Center since its establishment, including the names and terms of all directors since the last review.
2. **Mission, Goals and Objectives.** Provide a statement of the general mission and goals as stated in the most recent approved Charter.
3. **Advisory Committee.** Provide the names, addresses and years of service of all current Advisory Committee members as well as those of members who have been replaced since the last review. Describe the actual role of the Advisory Committee, including an overall statement on the actual balance of campus and off-campus members of the committee. If there are no off-campus members, please explain why. Append a copy of the minutes of each meeting of the Committee held over the last two years, including attendance lists.
4. **Staffing.** Describe the way in which the unit is staffed. Indicate whether there is assigned time given to professional/faculty members and whether any staff persons are paid or are volunteers. Statement of duties for each individual should be submitted with the report.

5. **Past Activities.** Provide a description of activities of the Center or Institute during the past six years (or since its inception if it has existed less than six years). Explain how these activities met the mission, goals and objectives of the Center. Indicate how the Center's activities contributed to the mission of the campus, the school, etc.
6. **Budget.** Provide an annual budget summary for the last six years, indicating all sources and amounts of revenue and types and amounts of expenditures. Differentiate between general fund monies and all other monies. [All of Item 6 normally should require no more than one page.]
7. **Facilities and Equipment.** Describe what physical facilities and equipment are or were used primarily by the Center. Also indicate the extent to which other campus facilities are used (e.g., Library, computers, computer network facilities).
8. **Limitations.** Indicate what have been the major limitations and/or constraints in achieving the Center's goals and objectives.
9. **Plans for the Future.** Present an action plan and annual timeline for the next two years that will allow continued achievement of the Center's mission and goals. Indicate whether these constitute a continuum with the past or constitute new ventures. The plan should include programmatic, staffing and fiscal aspects.
10. **Recommendations.** List the recommendations resulting from the self-study.
11. **Appendices.** Include the following as appendices:
  - i). A copy of the most recent officially approved Charter if it is less than three years old, OR the newly created revision to replace it.
  - ii). A copy of each year's annual report since the last formal review.

#### **APPENDIX B. TOPICS AND QUESTIONS FOR A COMMITTEE'S EVALUATION OF A CENTER**

1. **Establishment.** None.
2. **Mission, Goals and Objectives.** Are the mission, goals and objectives of the Center clear? Are they in accordance with the Charter? Verify that the Center is not designated solely to serve CSLA students. Have the Center's activities contributed to the mission of Academic Affairs and the campus? If not, is a change in the Charter being proposed?
3. **Advisory Committee.** Does the Advisory Committee function in the role that it was assigned in the Charter? Are the members active or should the members be replaced? Have off-campus members actively helped to further the Center's goals, e.g., via off-campus introductions, etc.? If no Advisory Committee members are from off-campus, is this in the best interests of the Center and the campus?
4. **Staffing.** Are Center personnel suitable to their tasks and are their priorities correct?
5. **Past Activities.** The amount of activity of the Center should be related to the amount of fiscal and other support available to the Center Director from all sources. Do the activities reported indicate that the Center has some minimum amount of activity to justify designation as a formal Center (determined via consideration of levels of fiscal and other support, amount and diversity of activities, etc.). Do activities reflect positively on Cal State L.A.? Does the Center involve many people in its activities or just more or less the Director?

If internal campus support is being provided, is the campus receiving appropriate benefits? Has the Center adhered to current University policies (e.g., UAS acted as its depository for all non-state funds; all non-degree credit and noncredit certificate programs and all courses for continuing education credit were offered through Continuing Education; all grants and contracts were processed through the Office of Grants and Contracts)?

6. **Budget.** Does the fiscal future of the Center seem secure? Have all appropriate sources of external support received proposals for support? Is the Center running a deficit? Is the revenue generated being used appropriately?
7. **Facilities and Equipment.** Are facilities and equipment appropriate?
8. **Limitations.** Can any stated limitations be overcome within existing resources?
9. **Plans for the Future.** Is the action plan realistic? Will it allow the Center to achieve its goals? Are future activities within the charge of the Center or Institute? Are they reasonable given the support of the Center?
10. **Recommendations.** Are the recommendations in the Self Study and of any external reviewer's report reasonable? Both the Committee and the administrator to whom the Center reports should make appropriate additional recommendations, including whether and for how long the Center should be reaffirmed.

#### **APPENDIX C. FORMAT FOR THE REPORT FROM A COMMITTEE**

The report from the Committee should include the following:

- \* a brief summary (no more than two pages) of the self-study;
- \* comments on any external review document and its recommendations;
- \* a list of additional recommendations for improvement of the Center; and
- \* a recommendation on the future of the Center (e.g., renew the Charter for another a given number of years, revise the Charter to match the new directions of the Center, or withdraw the Charter from the Center).

#### **APPENDIX D. FORMAT FOR THE MEMO FROM THE ADMINISTRATOR (USUALLY THE DEAN OF A SCHOOL) TO WHOM THE CENTER REPORTS**

The appropriate administrator should direct a brief memorandum to the Provost via her or his designee stating at least the following:

- \* that all relevant printed and other material have been reviewed and that any necessary additional communication with appropriate individuals has occurred; and
- \* a brief statement on the evaluation of the Center (indicate and explain any area of disagreement with the Committee).
- \* the administrator's recommendations for the future of the Center.

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