

Structuring University-Wide Centers and Institutes: Issues and Solutions

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Basic Rules for Success

- Key ingredient is “Value Added” - break down silos of departments, schools or colleges
- Mission with measurable outcomes, defined policies, operating procedures, and review process, where mission cannot be accomplished by existing university units
- Passionate leaders who are willing to share the credit, the glory, the IDC and the royalties.
- Division of IDC, royalty, student credit hour generation funds and academic credit must be agreed in writing between all affected department heads, deans of schools and C/I directors prior to initial operation of the C/I.

Basic Rules for Success

- Personalities do matter - C/I membership is generally voluntary though in some cases recruited and evaluated for potential contribution.
- Success may require upper levels of administration to double count the measurable outcomes in order to get long term support and success.
- If Deans and department heads are evaluated on number of majors or Masters and PhD students they are likely not to support Institutes that can offer degrees.
- Board of Regents have moved for elimination of department's base on insufficient numbers of majors or degrees awarded without recognizing that those majors and degrees are being offered by an Institute and taught by the tenured faculty of the department identified for elimination.

The University of Georgia

- **Institute of Plant Breeding, Genetics and Genomics (IPBGG) R/T**
- **Center for Urban Agriculture (CUA) E/R**
- **Center for Food Safety (CFS) R**
- **Center for Agribusiness and Economic Development (CAED) E/R**
- **Bioenergy Systems Research Institute (BSRI) R**



THE UNIVERSITY OF GEORGIA
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How are faculty assigned to the Center/Institute?

- **IPBGG**: Tenure track UGA faculty - entirely voluntary.
- **CUA**: Tenure track voluntary; Director and Public Service faculty and support budgeted to Center thru Assistant Dean Griffin Campus.

How are faculty assigned to the Center/Institute?

- **CFS**: Director and initial faculty and staff transferred from Dept. of Food Science and Technology. New core faculty hired directly into the CFS, housed in the CFS and devote 100% of research to CFS projects. Additional faculty recruited from University community and USDA.

How are faculty assigned to the Center/Institute?

- **CAED**: Budgeted members appointed - joint decision of Associate Deans for Research and Extension and Head, Agricultural & Applied Economics. Additional faculty from the University community can be associated with the Center on either ongoing or temporary basis for the duration of a project, subject to their department head's approval.
- **BSRI**: Founding members by invitation. Formal agreement required to devote a portion of efforts to institute activities, post their research program on website and expertise database. After third-year review, a formal evaluation procedure will be established for renewal of institute memberships, based on contributions made by the member.

What is faculty relationship to the C/I vs. home department?

Heads of all potentially impacted departments and all Deans are asked to provide letters of support during the faculty governance approval process.

- **IPBGG**: All members of the Institute will spend approximately 15% of their time on Institute activities related to cultivar development, collaborative research, graduate education, and organizational tasks.
- **BSRI**: Each application for membership must contain a written commitment from the Promotion/Tenure Unit (PTU) head, dean or director that the member will be allowed to devote a minimum amount of effort (at least 5%, 0.05 EFT, 2 hours per week average) to Institute initiatives.

What is faculty relationship to the C/I vs. home department?

- **CFS**: While core faculty are salaried and housed separately, they remain on tenure track with FST Dept. They need to actively participate in departmental activities.
- **CAED**: Tenure track faculty must remain connected with home department. Public service faculty and staff salaried through CAED have detached to a great degree.

How are P/T decisions made and by whom?

- For all Centers and Institutes at UGA, tenure track faculty are appointed to departments or schools.
- If $>1/3$ time in C/I then advice and recommendations of the C/I Director will be reflected in the P/T decision.
- If department is supportive and C/I is not, department keeps the faculty and comes up with needed salary.
- If C/I is supportive and department is not, tenure will not be awarded.
- If salary is budgeted between departments and C/I, then merit pay is decided jointly.

How are IP and royalty issues handled?

All IP owned by the University of Georgia Research Foundation

- **IPBGG**: Faculty membership requires that member's originating unit reallocate to the Institute 15% of that member's departmental indirect cost returns and 15% of that member's departmental royalty returns.

How are IP and royalty issues handled?

- **CFS**: All departmental IDC and royalty accrue to the CFS.
- **BSRI**: If BSRI staff are involved in grant submission, 15% of departmental IDC will be given to the BSRI. All departmental royalty remains with the home department.

What is/are the funding mechanism(s)?

- **IPBGG**: No faculty time budgeted to Institute. Faculty and their hard funded staff retained in departmental budgets. Office operations supported by IDC and royalty. Administrative support from AES. Faculty research programs supported by competitive grants, contracts, and gifts. Cultivar Development Research Program funded by 30% of all plant royalties provides a competitive pool to support plant breeding.



What is/are the funding mechanism(s)?

- **CUA**: Director and public service faculty are partially budgeted to Center. Space and initial funding for the Center provided by the AES and CES. The Center Director and External Advisory Committee pursue gifts, grants, and sponsored work to strengthen the resources of the Center.

What is/are the funding mechanism(s)?

- **CFS**: Core faculty and staff are salaried and housed in CFS. All hard funds and extramural funds budgeted to the CFS. Those housed outside of the CFS are budgeted in home departments.
- All CFS faculty have access to the internal competitive grant pool funded by CFS Advisory Board Members (\$20K) or Patrons (\$5k) to address Food Industry issues.

What is/are the funding mechanism(s)?

- **CAED**: Redirected funds from AES and CES and extramural grant funding. Additional Experiment Station and Extension funding may be provided, mainly in the form of faculty and/or staff salary support for people who work on specific Center projects on a temporary basis.
- Extramural grant funding sought mainly from in-state commodity groups, agribusinesses, and State Ag Innovation Center.

How are departments given credit for their faculty's outputs?

- All faculty submit a Faculty Activity Report through the unit where they are budgetary home based; this is generally the department.
- The **CFS** and the Public Service faculty of the **CAED** are the only exceptions.

Do departments share in funds generated, such as grant overhead?

- UGA policy returns 20% of the F&A reimbursement from every sponsored project to the “generating” unit. By default, this is the unit indicated as the administrative unit on the proposal transmittal form. However, current practice allows PIs and co-PIs to specify (with unit leader approval) on the transmittal form how the 20% return should be distributed to multiple units with which the investigator is associated.

How are graduate/undergraduate student hours credited?

- Student credit hours are credited to the unit providing the teaching salary for the instructor of record. When a course is cross-listed, credit will go to tenure home department of the actual instructor.
- Conflict arises with Majors and Graduates from degrees within Institutes; these are currently not credited to the home department of the instructor.

Do departments receive salary release funds to assist in teaching when faculty are assigned to a C/I?

- Generally, yes. Teaching assignment is a joint decision of the department head and C/I director. We strive to have all research/teaching faculty on 100% hard funds at the beginning of each fiscal year. The department head has full flexibility to move funds across their faculty to reflect their actual responsibilities. Salary savings from movement to external funds stays within the home budgetary unit.

Do departments receive salary release funds to assist in teaching when faculty are assigned to a C/I?

- **IPBGG**: The Institute does not have teaching faculty or teaching EFT, both of which are maintained by each member's home department. However, the Director may recommend course assignments for PBGG courses to the relevant department head. The Director will also coordinate student and peer evaluations with the corresponding department head, if the department head wishes to do so.

Experience with setting up and structuring one or more C/I's?

- Department Head of Ag and Applied Economics when the Center for Agribusiness and Economic Development was created.
- Served on the Executive Committee of the Bioenergy Systems Research Institute when it was proposed and structured.
- Reviewed all documents and negotiated most side agreements associated with the formation and approval of the Institute of Plant Breeding, Genomics and Genetics.