

UNIVERSITY OF MISSOURI SYSTEM
CENTERS AND INSTITUTES

Definitions for Determining the Classification of Centers and Institutes

March 26, 2010

Definition 1: Teaching Centers

To the extent that a center or institute is primarily a teaching unit, supported by general operating funds to offer undergraduate majors or minors, graduate degrees, or undergraduate or undergraduate certificate programs, it should be evaluated as a teaching unit similar to an academic department. Generally, when a center is a teaching unit, it offers interdisciplinary degrees or certificates and acts like an academic department, except that its faculty tends to be comprised of faculty members who hold appointments both in the center and in an academic department. In these cases, like the budget of an academic department, the center budget tends to include mostly the salaries, benefits and other costs of instruction of the academic program. The first criterion proposed for center review for budget reductions is the following:

For a center identified primarily as a teaching unit with a budget consisting primarily of full or fractional salaries of faculty who teach in the academic programs, it should be treated as an academic program for budget evaluation purposes.

Definition 2: Research Centers

The missions and purposes of Research Centers/Institutes are to conduct research and, in most cases, to generate external grant (and sometimes gift) funding for their research. Research centers also play an important role in educating and training students, both undergraduate and graduate students. In this role, centers may be supported by instructional or general operating funds, since not all aspects of this educational function can be supported by funded research grant. Research Centers/Institutes also provide access to specialized facilities to conduct interdisciplinary research, scholarship, technology transfer, and economic development.

Centers/Institutes identified as primarily research centers should be largely self-supporting by grant, gift, contract or other external sources of funding. Such sources, based on a three-year running average, should meet or exceed a ratio of 3:1 with respect to general operating funds in the center. F & A or other indirect funds can be considered in this calculation.

Definition 3: Outreach/Service/Extension Centers

Some centers and institutes on each campus have missions that are primarily service, extension or outreach oriented. They are interdisciplinary and often conduct research and/or do contract work, but they also have a definite mission to serve the state of Missouri. Legislators and citizens of Missouri have expectations that these units will provide service, often at no or minimal charge, and will be supported by the general operating budget of the university in order to do this.

Centers/Institutes identified primarily as extension, outreach or service centers should be supported with extension or general operating funds for those purposes, and should be subject to budget reductions at the same level as other academic units to the extent allowed by relevant legislation, especially in relation to extension.

Definition 4: Academic Support Centers

Academic support centers are those, such as advising centers, math and writing centers, and other units that are created and supported to assist our students in their academic programs across the campuses, not specific to any particular major or discipline. These are likely to be supported with general revenue funds, but may also receive

support from grants, gifts, or student fees. These centers in most cases should not be self supporting, unless they are intended to be fully grant or fee-based.

Definition 5: Fee-Based Centers

Some centers provide services to the public for fees and may also receive grants or contracts to provide some of these services. If a center is primarily fee based, it should be self supporting. If a center's funding is based on both fees and external grants and contracts, then that portion of the center's activities should be treated like a research center. The criterion for a fee-based center would be similar to a service/extension center:

Centers identified primarily service centers supported by fees should be self supporting. That portion of the budget of these centers that is supported by fees and other external funding should meet or exceed a ratio of 3:1 with respect to general operating funds, as with research centers.

Definition 6: All Centers

Some centers may not fall clearly into one of the above categories. The general criteria for budget reductions related to these centers build on the criteria above:

- If a center fits into more than one center type, that portion which is externally funded should generally follow the 3:1 ratio guideline mentioned above.
- All centers should support the mission of the university and the campus. If a center's mission does not support the campus and university strategic plans, any general operating funds received by the center should be phased out over a reasonable period of time, not to exceed three years, based on its activities and funding. If a center in this situation revises its mission and activities in order to meet this criterion within six months, at the discretion of the campus leadership, it could then be treated as a center of the appropriate type above.

Summary of Criteria

- A center identified primarily as a teaching unit with a budget consisting primarily of full or fractional salaries of faculty who teach in academic programs should be treated as an academic program for budget evaluation purposes.
- Centers identified as primarily research centers should be largely self-supporting by grant, gift, contract or other external sources of funding. Such sources, based on a three-year running average, should meet or exceed a ratio of 3:1 with respect to general operating funds in the center. F & A or other indirect funds can be considered in this calculation.
- Centers identified primarily as extension, outreach or service centers should be supported with extension or general operating funds for those purposes, and should be subject to budget reductions at the same level as other academic units to the extent allowed by relevant legislation, especially in relation to extension. As with research centers, external funds should meet or exceed a ratio of 3:1 with respect to general operating funds.
- Centers identified primarily service centers supported by fees should be self supporting. That portion of the budget of these centers that is supported by external funding should meet or exceed a ratio of 3:1 with respect to general operating funds, as with research centers.
- If a center fits into more than one center type, that portion which is externally funded should generally follow the 3:1 ratio guideline mentioned above.
- All centers should support the mission of the university and the campus. If a center's mission does not support the campus and university strategic plans, any general operating funds received by the center should be phased out over a reasonable period of time, not to exceed three years, based on its activities and funding. If a center in this situation revises its mission and activities in order to meet this criterion within six months, at the discretion of the campus leadership, it could then be treated as a center of the appropriate type above.