

**1.0 Purpose**

- 1.1 The activity of Research Centres and Chairs is beneficial to the University and to the community as a whole: notably in their problem-orientation; in their capacity to form creative partnerships inside and outside the University; in their capacity to attract supplementary funding for research programs; and in their contribution to the educational, research and public service missions of the University.
- 1.2 It is desirable that these activities be based on effective planning and on accountability to the University as well as to internal or external stakeholders.
- 1.3 It is desirable that any initiative to increase or regularize planning and accountability requirements be undertaken with a view to enabling research efforts and partnerships, while minimizing additional workloads.
- 1.4 It is desirable that there be sufficient flexibility to allow for the variety of circumstances of Research Centres and Chairs on the two campuses.
- 1.5 The objective of this policy is not to add to the administrative burdens of Research Centres and Chairs, nor is it to impose a restrictive template on their activities. The primary concern is to establish conditions that will enable them to:
  - plan effectively
  - communicate effectively with relevant constituencies within and outside the University
  - report effectively, and in a timely fashion
  - be sustainable, financially and in the quality of their research and other activities
  - contribute in the greatest possible measure to the overall quality of the University's efforts in education, research and public service.

**2.0 Applicability**

- 2.1 University-wide
- 2.2 The policy applies to Research Centres and Chairs. A significant component of the activity of such units is mission-oriented, involving the participation of external stakeholders in the design, management, financing, and assessment of their activities.

**3.0 Definitions**

- 3.1 None applicable

#### **4.0 Implementation**

- 4.1 The governance of Research Centres and Chairs at the University of New Brunswick shall conform to the following policies and practices. Overall administration of this policy is the responsibility of the Vice-President (Research and International Cooperation).
- 4.2 ESTABLISHMENT OF RESEARCH CENTRES AND CHAIRS : The establishment of a new Research Centre or Chair will follow a three-step process:
- 4.2.1 A preliminary proposal must be submitted to the Vice-President, including letters of support and commitment from the appropriate Department Chairs and Deans. Normally, approaches for external financial support should not precede the submission of a preliminary proposal.
- 4.2.2 Upon preliminary approval, the Vice-President may provide a budget for the development of a detailed proposal. The detailed proposal should contain, among other elements:
- a research plan
  - a statement of revenues and expenditures, for at least three years
  - a five year pro forma projection
  - an indication of specific outside financial support
  - a discussion of the net value of the endeavour to the university
  - a staffing plan
  - space and infrastructure requirements
  - specification of milestones
  - a strategy for further revenue raising (if relevant)
  - an evaluation of the impact on the teaching program of the University
- 4.2.3 Approval for the detailed proposal must be obtained from the Vice-President. Upon the initiative of the Vice-President, approval may be sought from the Board of Governors for the formal establishment of a Research Centre or Chair, with a report to the appropriate Senate.
- 4.3 STRUCTURE, PLANNING AND ACCOUNTABILITY: To enhance the planning, accountability and efficiency of operation of Research Centres and Chairs, the following policies and practices will pertain:

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- 4.3.1 Each Research Centre shall have a Director, appointed on a term basis, subject to renewal. The appointment will be made by the Board of Governors on the recommendation of the Vice-President.
- 4.3.2 Each Research Chair or Director of a Research Centre must have an identified person or body within the University for reporting purposes.
- 4.3.3 Each Research Centre and Chair shall have an Advisory Board, and this Board will meet at least once annually.
- 4.3.4 Each Research Centre and Chair shall prepare:
- a five year strategic plan, updated at three year intervals
  - an annual budget
  - an annual report
- 4.3.5 Each Research Centre and Chair shall be reviewed on a 3-year cycle.
- 4.4 SUSTAINABILITY OF OPERATION:
- 4.4.1 While each Research Centre or Chair will have its own life cycle and set of expectations, depending on its objectives and partnership agreements, the following principles will ensure that they are sustainable and bring a positive net benefit to the University in its research, teaching and community service activities:
- 4.4.1.1 Each Research Centre or Chair will be responsible for obtaining sufficient revenue from grants, contracts, contract overhead or other means to offset its direct costs of operation.
- 4.4.1.2 The financial accountability for any funding shortfalls must be identified for each Research Centre or Chair.
- 4.4.1.3 Research Centres and Chairs will participate in the sharing of overheads according to University policy. During their incubation period, a period of up to five years, the Vice-President (in consultation with other designated officials) may negotiate flexibility within this policy in order to assist the Centre or Chair to become established.
- 4.4.1.4 In recognition that certain Research Centres and Chairs may bring extraordinary net benefits to the University, over and above their primary targeted activities, the University may contribute toward their infrastructure costs.
- 4.4.1.5 Research Centres and Chairs shall normally retain any year-to-year surpluses.

- 4.4.1.6 Should a Research Centre or Chair fail to achieve its research or financial objectives on a continuing basis, the Vice-President may cause a review of its ongoing viability at such time as is deemed appropriate.

## **5.0 Interpretation and Questions**

- 5.1 Any questions concerning the interpretation of this policy are to be directed to the Vice-President (Research and International Cooperation). The University Secretariat Office is located in Sir Howard Douglas Hall, Room 110. Questions concerning this policy may be directed to (506) 453-4613 [sjd@unb.ca](mailto:sjd@unb.ca).