

GUIDELINES FOR THE CLOSURE OF A CENTRE OR RESEARCH COLLABORATIVE

(September 2020)

A. CONTEXT

These *Guidelines for the Closure of a Centre or Research Collaborative* supplement the university's centres policy, which was approved by University Council on XXXXX.

Centres and research collaboratives are valued entities within the university environment, enabling inter- and/or multi-disciplinary research, scholarly and artistic work and/or activities not readily undertaken within the university's departmental and unit structures. They are intended to offer areas of activity consistent with the university's strategic direction and priorities.

The university recognizes five instances in which closure of the centre or research collaborative may be appropriate:

- A centre or collaborative ceases to be active as demonstrated by failure to submit an annual report for two consecutive years;
- A majority of centre or collaborative members recommend disestablishment;
- A “provisionally-approved” centre fails to submit a 1 year progress report or a centre application (within 2 years);
- A centre receives an unsatisfactory review at the end of a 5-year term and efforts to address deficiencies are not successful; or
- There is evidence of fundamental performance problems within the centre or collaborative, including reporting deficiencies, financial exigencies, and non-compliance with regulations or other reasons.

The protocol outlined below is intended to ensure that in event of closure, actions have been undertaken to ensure appropriate review and disposition of assets and liabilities (including consideration of personnel, contractual obligations, and partnerships) and that a strategy has been established for both internal and external parties to communicate closure of the centre and/or collaborative.

B. CLOSURE OF CENTRE

Approval to close a centre

University centres vary immensely in size and scope. They range from small, highly-focused entities engaging a small number of faculty and stakeholders and with limited resources, to complex enterprises engaging a large number of stakeholders and faculty, with significant physical and personnel resources.

Given this range, the Planning and Priorities Committee, in conjunction with the authority to whom the centre reports (Dean, Vice-President, President), will determine the appropriate approval process for the closure of the centre.

In most cases, approval will be granted by the Planning and Priorities Committee, and decision will be reported for information to Council. However, depending on the size and scope of the centre and the

reputational or other risks associated with its closure, the committee may require that Council and/or Board approve the closure.

Process to close a centre

1. Submission of a ***Notice of Intent*** to close a centre.

A brief, confidential written notice will be provided to the Subcommittee on Centres by the authority to whom the centre reports. The notice provides an opportunity to ensure an appropriate process in place to oversee closure.

The notice will provide:

- The name of the centre
- Reason why closure is being recommended (please see above reasons)
- Anticipated date for closure
- The individual, and/or team, charged with overseeing closure including communications, management of financial and human resources, and stakeholder relations
- Anticipated impact of centre closure including high-level overview of stakeholders and physical and human resources
- High-level outline of the communication strategy to internal and external stakeholders

2. Feedback to individual(s) requesting closure.

The Subcommittee will provide feedback on the plan with goal of ensuring a smooth process. It will also indicate the approval process to be followed: e.g. final approval at Subcommittee, Council or Board level.

3. Request to close centre.

The authority to which the centre reports will submit to the Subcommittee on Centres a report of closure outlining the following;

- A. Name of centre
- B. Date of closure
- C. Rationale for closure
- D. Individual and team overseeing closure activities
- E. Finances:
 - a. Briefly describe process undertaken to review and close all funds associated with centre including disposition/management of surpluses/deficit.
 - b. Provide confirmation that no financial liabilities remain.
- F. Human Resources:
 - a. Describe process undertaken to manage centre personnel including steps taken to re-locate and/or provide appropriate notice and layoff.
- G. Space and Physical Resources:
 - a. Briefly describe process to review and dispose of all physical resources associated with centre.
- H. Communications and Stakeholder relations:

- a. Identify actions taken to date to inform/engage internal and external stakeholders. Please be specific in terms of key stakeholders consulted.
 - b. Outline any outstanding concerns related to the centre closure. This is to enable ongoing risk management.
 - c. Describe communication plan following official closure.
4. The Subcommittee on Centres will review and forward for either information or final approval (see #2) a recommendation for closure to the appropriate governing bodies.

C. CLOSURE OF A RESEARCH COLLABORATIVE

Approval to close a research collaborative

Research collaboratives are multi-disciplinary research groups that may require institutional support. They are established to meet an emergent need, to incubate new collaborations, or provide profile to a research group.

Research collaboratives report directly to their Dean(s) and are established through college/school processes.

Process to close a research collaborative

1. Notice to close a collaborative and a short rationale will be submitted to the Vice-President Research
2. Request to Close Collaborative

The authority to which the centre reports will ensure completion of a report of closure outlining the following;

- I. Name of Collaborative
- J. Date of closure
- K. Rationale for closure
- L. Individual and team overseeing closure activities
- M. Finances:
 - a. Briefly describe process undertaken to review and close all funds associated with collaborative including disposition/management of surpluses/deficit
 - b. Provide confirmation that no financial liabilities remain.
- N. Human Resources:
 - a. Describe process undertaken to manage collaborative personnel including steps taken re-locate and/or provide appropriate notice and layoff.
- O. Space and Physical Resources:
 - a. Briefly describe process to review and dispose of all physical resources associated with collaborative.
- P. Communications and Stakeholder relations:
 - a. Identify actions taken to date to inform/engage internal and external stakeholders. Please be specific in terms of key stakeholders consulted.
 - b. Outline any outstanding concerns to enable ongoing risk management.
 - c. Describe communication plan following official closure.

3. Decision will be reported for information to college faculty, the Subcommittee on Centres and the Vice-President Research