

ADMINISTRATIVE MEMORANDUM

SUBJECT Preparation of Charters for Existing Research
and/or Public Service Organizations

NUMBER 107

DATE August 24, 1978

In Long-Range Planning, 1977-82, the Board of Governors observed:

Most public service activities of significant extent and duration have resulted in the creation of special administrative units for their conduct. Therefore over many decades, numerous separately identified and variously budgeted institutes, centers, and other units have been created within the constituent institutions of The University to carry on public service functions. Nearly all of them are oriented outwardly. Some of them, such as general extension divisions and continuing education centers, are broad in scope. Others are narrower and more specialized in scope, focussing on a particular subject matter, such as marine science, or on a particular target group or area, such as urban affairs.

Such units continue to be formed as opportunities arise. At present, there is no general requirement that the creation of such units carry the approval of the President or the Board of Governors, though such an initiation may have greater programmatic and budgetary consequences than the establishment of some new degree programs, which do require Board approval. In the case of institutes and centers created on the initiative of, or in consultation with, the General Administration, it is now the practice of the Board of Governors to require that a charter for the unit be prepared and adopted by the Board. A charter typically describes the purpose, functions, and scope of the unit and its organizational placement. It provides for the chief elements of the internal organization of the unit and for such policy or advisory boards as are deemed necessary. That procedure should apply also to public service centers, institutes, and the like that are established in the constituent institutions. This is an appropriate application of the statutory authority of the Board to "determine the functions, [and] educational activities . . . of the constituent institutions." [G.S. 116-11(3)]

Therefore the President is requested, prior to the completion of the next edition of the long-range plan, to cause a review to be made of all existing public service centers, institutes, and other units of whatever title, to the end that function, scope, and organizational location of each may be appropriately defined

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and reported to the Board in the form of a charter. All future creations of such public service units shall be accomplished by means of a charter recommended by the Chancellor to the President and by the President to the Board of Governors. [Pp. 344-46]

Pursuant to that request, this memorandum is being issued to set in motion the preparation of a charter for each existing research and/or public service center, institute, or other unit of whatever title (herein generally referred to as public service organizations). I request you to prepare in draft form and transmit to me by 1 November 1978 a charter for each such organization in your institution, following the definitions and format indicated below insofar as applicable. After review here and such consultation with you as is found necessary, these charters will be approved by me and reported to the Board of Governors for its information. Separately and collectively, they will constitute a useful body of information to be consulted in evaluating the proposed charter of each new research and/or public service organization whose creation is considered in the future.

For the purposes of this memorandum, the term "research and/or public service organization" includes every "center," "institute," "program," and other organizational unit having the following characteristics:

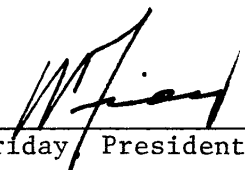
- a. It is an organizational unit of a constituent institution or of two or more constituent institutions of The University of North Carolina and is engaged in research and/or public service activities;
- b. It has an identifiable staff;
- c. It has its own budget which is administered by a person associated with that organization;
- d. It has an anticipated existence of more than one year from the time of its creation.

The term "research and/or public service organization" does not include an "institute" or other activity that is an instructional event and not an organizational unit.

The Chancellor of each constituent institution will prepare and file with this office, not later than 1 November 1978, with respect to each research and/or public service organization in that constituent institution, a draft charter containing the following information:

- a. The full title of the organization.
- b. The date the organization was established and the authority whereby it was established and currently functions.
- c. The placement of the organization in the plan of organization of the constituent institution.

- d. The title of the chief administrative officer of the organization and the name and office address of the current occupant of that position.
- e. The officially-declared mission of the organization (and any limitations on that mission), including such factors as geographic area of responsibility, subject-matter areas of interest, client groups served, and typical modes of service (e.g., short-course instruction, consultation, technical services, research, etc.).
- f. The general characteristics of the primary staff of the organization -- e.g. numbers of EPA and SPA staff members serving the organization full-time or part-time, principal disciplines represented, etc.
- g. The total expenditures for each of the last three fiscal years (1975-76, 1976-77, and 1977-78) by source, i.e., state appropriation, grants and contracts, and other agency receipts.
- h. A description of the manner in which and the extent to which the organization assists the institution in its education and training mission -- e.g., schools, departments, degree programs closely related to the organization's activities; numbers and types of students participating or served; and joint appointments or other faculty or programmatic linkages.
- i. A brief statement of the future plans of the organization.



William Friday, President