

CHARTER FOR ESTABLISHING A NEW CENTER

This Draft: November 9, 2015

5.1.2 Authorization to Establish

At any time during the two-year planning period, the lead faculty/staff may submit a request to establish the Center or Institute. The faculty and staff involved will prepare a written proposal that will include an electronic draft of the Charter of the Center or Institute (and draft Bylaws, and Membership Agreement, if required). The draft must include all of the following:

- **The name of the proposed Center or Institute.**

Proposed Name: WCU Center for Study of Free Enterprise (CSFE)

- **The specific mission, objectives, and goals of the proposed Center or Institute.**

Mission:

To provide economics research and thought leadership on issues pertaining to economic development in North Carolina, the region, and beyond, by conducting scholarly inquiry, policy analysis, educational activities, and community outreach on the role of free enterprise in a flourishing society.

Objectives:

1. The interdisciplinary Center will advance the University's mission in the areas of economic development, applied research, and free enterprise.
 - GOAL 1.1: Deliver high-quality academic programs (undergraduate, graduate, and professional) designed to promote regional economic and community development.
 - INITIATIVE 1.1.6: Identify and develop integrated, cross-disciplinary centers/institutes of study and outreach, where appropriate, based on the curricular focus areas.
2. The Center will be an interdisciplinary forum for WCU faculty, students, and community members to exchange ideas, engage in mutual outreach, and collaborate on applied research. A Director and Core Faculty within the School of Economics Management and Project Management will be designated as permanent personnel. Additional faculty who will be invited to participate, are referred to here as Affiliated Faculty and will be provided adequate funding with the goal of encouraging their regular, ongoing participation in the Center's mission. Students from any major/department will be invited to participate as research assistants and co-authors on one-year intervals, will be referred to here as Student Affiliates of the Center, and will be awarded Center scholarships. All members of the community will be invited to Center events, and key community members will be invited to the Advisory Board.
 - INITIATIVE 2.2.6: Provide opportunities for students to explore all points of view on various issues and to understand the perspectives of others through civil and informed discourse and debate.
 - INITIATIVE 3.1.3: Establish the appropriate leadership and organizational structure at WCU to support, coordinate, and facilitate external partnerships and collaborations.
 - GOAL 4.4: Adequately support for [*sic.*] scholarship and creative activities in

support of Western Carolina University's mission as a regional comprehensive university.

- INITIATIVE 4.4.1: Establish an organizational structure to accommodate the research, Graduate School, and Millennial Initiative ambitions of the University.
 - INITIATIVE 4.4.2: Ensure appropriate institutional infrastructure to support scholarship and research.
 - INITIATIVE 4.4.3: Increase support for scholarship and creative activities, including funding for reassigned time for scholarship, library support, graduate research assistantships, summer research grants, seed funding, start-up support where appropriate, equipment replacement, and travel for conference presentations.
3. The Center will be a platform for communicating results and analyses to the general public, to leaders in the private and public sectors, and to other researchers on campus and beyond. Center personnel will participate in conferences related to economic development (e.g. LEAD:WNC) by preparing and presenting research (e.g. Regional Outlook and similar studies), and serving as discussion leaders/facilitators.
- INITIATIVE 3.2.1: Facilitate an annual conference for regional government, nonprofit, community, education, and business leaders to focus attention and action on regional strategies for economic and community development.
4. The Center will hold research seminars, conferences, and public events on main campus and at Biltmore Park.
- GOAL 1.5: Make WCU (the Cullowhee campus and the off-campus site at Biltmore Park in the Asheville-Hendersonville area) a destination for short-term, educationally based programs, activities, and events, including summer school, continuing education, camps, conferences, and personal enrichment opportunities.
 - GOAL 3.2: Position the University as a key leader in regional economic and community development efforts.
 - INITIATIVE 3.2.3: Develop the programs at Biltmore Park to position WCU as a key provider of graduate and professional programs in the greater Asheville-Hendersonville area along the I-26 growth corridor.
5. The Center will be self-sustaining, with the variable costs of its activities supported by external funds. The Center will thus establish and strengthen partnerships with external grant-making organizations. The Center will distribute findings to economic development leaders in the private and public sectors, thus building a network of leaders who recognize and rely upon WCU as a respected source of thought leadership and policy analysis on issues of economic development. The Center will complement its main research activities by commissioning select research projects from scholars across the disciplines and professions.
- INITIATIVE 3.2.6: Facilitate collaborative research and development efforts between WCU and external partners.
 - INITIATIVE 6.3.3: Explore innovative possibilities for revenue generation such as summer revenue opportunities, the initiation of certificate/ executive programs, and cooperative education opportunities to reduce dependency on state funding and tuition and fee increases.
 - INITIATIVE 6.3.6: Pursue a comprehensive development campaign...

Goals:

1. The Center will establish and maintain a personnel structure consisting of an Advisory

Board, Director, Core Faculty, Faculty Affiliates, Student Affiliates, and administrative support to successfully pursue its goals and missions.

2. The Center will issue the following deliverables on an annual/regular basis:

Pre-existing Activities Being Folded into Center:

- i. Host a guest speaker series on campus, open to the campus and community, to pursue the Center's mission as a forum for exchanging ideas related to free enterprise.

New Activities Made Possible by the Center:

- ii. Produce and distribute a number of externally peer-reviewed research reports on timely and important topics related to economic development.
- iii. Host research seminars, workshops, and other events to support the development of sound research reports.
- iiii. Host conferences and other public events to discuss and disseminate Center research findings.
- v. Fund Center Faculty travel to present at professional conferences, on college campuses, and before business & community groups.
- vi. Sponsor student scholarships for research assistance and faculty-student research projects. Fund Student Affiliates travel to present at student-research conferences (e.g. NCUR) and jointly with Center Faculty at professional conferences.
- vii. Provide content and host training programs for K-12 teacher education in the area of free enterprise (INITIATIVE 1.1.2)
- viii. Produce an annual report on the management of the Center that includes: personnel structure; performance against the specific key performance indicators; quality and quantity of scholarly activity, peer review, teaching and other instructional activity, service, and other deliverables; relationships with external sponsors; budget and financial information; stakeholder feedback. (This report will be provided to the Dean of the College of Business and the Graduate Dean. Review of the report is part of the ongoing compliance for Center Management as specified in WCU Policy 105 and UNC System Policy 400.5. The content of the annual report will be updated based on any changes in those guiding policies.) A copy of the report will also be provided to any external funding sources.

• **The Center or Institute's relationship to or potential impact upon the existing academic departments, colleges and/or schools, and other Centers and Institutes in the UNC System.**

Academic units: The Center will be interdisciplinary. Although it will be anchored by the economics discipline and the Director will be a faculty member in the College of Business, the Center will consist of faculty and students from other disciplines within the College of Business (e.g., management, finance, entrepreneurship, hospitality & tourism, marketing, business law, etc.) and from disciplines across campus (e.g., political science, criminal justice, etc.).

WCU Centers and Institutes: The proposed Center will remain distinct in mission and activities from other WCU centers and institutes (in particular: Public Policy Institute, Small Business & Technology Development Center, Cherokee Studies, EDA University Center) while seeking to partner productively on projects, programs, and activities within the scope of the proposed Center's mission.

UNC System Entities: Five Universities within the UNC System operate centers that contribute economic analysis in support of their mission. Appalachian State University

has the Center for Economic Research and Policy Analysis; UNC Charlotte has the Urban Institute; UNC Pembroke has the Regional Center for Economic Community and Professional Development; UNC Wilmington has the Swain Center for Business and Economic Services; and Winston Salem State has the Center for Economic Analysis.

The WCU Center will not duplicate the regional work of any of these entities, but will seek to partner productively if projects should emerge that could involve multiple centers to support economic development within the state.

- **The name of the proposed director, and a detailed description of any proposed advisory committees or directive boards.**

The proposed director is Edward Lopez, Professor of Economics and BB&T Distinguished Professor of Capitalism

The proposed Advisory Board will consist of faculty members from multiple disciplines on-campus and beyond, as well as distinguished members of the community from the private and public sectors. The Director, Advisory Board, and University Administration are responsible for establishing governance procedures and clear mechanisms, enforced by faculty governance and administrative oversight, to ensure compliance, transparency, academic freedom, and adherence to mission.

The Advisory Board will be established according to procedures determined by the Provost. The Board is recommended to have a staggered term structure with one or more members elected to represent the faculty, student body, or alumni.

- **Budget estimates for the first (1st) year of operation, projections for the following four (4) years, and anticipated sources of funding.**

The Center is to be established with seed funds from a request to the Charles Koch Foundation. A response to the foundation proposal is expected in the Spring of 2016 following the commitment by WCU to establish a Center if funded. The funding request is for five years and is summarized in the attached budget. Additional support from external sponsors will be sought to sustain the Center. Initially this will include a proposal to the Templeton Foundation and proposals to endow scholarships for Student Affiliates. Subsequent fundraising will ensure that the Center is self-sustaining in its variable costs.

- **A statement identifying the current space and capital equipment that have been secured for the operation of the Center or Institute and realistic projections of future needs.**

Currently no space is needed or has been secured for the operation of the Center. Realistically, as the Center grows there will emerge needs for additional space in addition to faculty offices. For example, Center personnel will need common space to collaborate on research and hold meetings to pursue Center activities. For events such as research seminars and presentations, existing university facilities on campus and at Biltmore Park can be utilized. Specific space needs will be tied to supplemental funding proposals as they are developed.

- **A statement regarding the efficacy of plans implemented to assure proper recognition of participating junior faculty where relevant.**

The Center will publish studies authored by Center Faculty. Full attribution will be afforded to the author(s) regardless of rank. Affiliated and Core Faculty will consist of both junior and senior faculty.

- **A statement about anticipated effects of the proposed unit on the instructional programs of WCU, and the provisions for advanced or graduate training or degree programs.**

The Center will complement instructional programs across the disciplines. For example, Center studies can be used as supplementary reading assignments in a variety of courses related to economic development and public policy. Students can avail themselves of opportunities to attend Center events, guest speakers, research workshops and

presentations. Classroom discussions and student coursework can be further developed into Center research projects and Student Affiliate awards/appointments.

- INITIATIVE 2.2.6: Provide opportunities for students to explore all points of view on various issues and to understand the perspectives of others through civil and informed discourse and debate.

- **A description of the proposed Center or Institute's administrative structure, including an organizational chart showing the relationship of the proposed Center or Institute to the existing organizations of WCU and the internal organization of the proposed Center or Institute.**

The Center will be under the leadership of a Director with faculty rank within the School of Economics, Management, and Project Management. The Center will be organized under the Associate Dean of Academic Affairs in the College of Business, who reports to the Dean of the College of Business. A Director and Core Faculty within the School of Economics Management and Project Management will be designated as permanent personnel. Affiliated faculty and students may be drawn from any discipline or major.

The Advisory Board will be established according to procedures determined by the Provost. The Board is recommended to have a staggered term structure with one or more members elected to represent the faculty, student body, or alumni.

An Organizational Chart is attached.

- **A set of key performance indicators (KPIs) that will be used to judge the effectiveness of the Center or Institute.**

The KPI for the Center will align with the measures for Engagement, Impact and Innovation used by the College of Business throughout its accreditation reporting. For engagement the number of clients, faculty hours, and student hours will be reported.

Attendance at sponsored events and programs is another engagement measure. For Impact we will report the number and type of scholarly artifacts produced, the citation and use of scholarly works, the faculty H Index and i10 citation indices, as well as the composite indices for the permanent and affiliated faculty. Innovation is measured with a count of projects and proposals generated.

- **Any additional information that may bear directly upon the proposal.**

The Center is designed to offer sound policy research -- not ideology, not advocacy -- to advance the understanding of the role of free enterprise in allowing all communities to flourish. After approval is provided by the Board of Trustees, the Director and Faculty Advisory Board will implement the faculty governance process to launch the Center.

Governance must ensure the Center operates with transparency, academic freedom, and adherence to mission. The final MOU with the seed donor, and subsequent MOUs with additional sponsors, will stipulate that all matters of curriculum, personnel, and proposed Center activities are the sole purview of the faculty and administration. The governance process is subject to approval by the Provost.

Proposed Routing for Proposal

The “Authorization to Establish” should be developed and forwarded to the Dean of the GSR with the endorsement of the Dean of the COB. After assessing the completeness of the “Authorization to Establish” proposal, it is recommended that the Dean of GSR provide the proposal to the Chair of Faculty Senate to open a period for faculty to comment and review. Comments from faculty will go directly to the Dean of the GSR. After faculty review and comment, those comments along with the “Authorization to Establish” should be submitted to the Provost Council for consideration and recommendation to the Provost.

Upon resolution of any requested edits and a reasonable consideration of other comments, the Provost shall make a recommendation to the Chancellor. If the Chancellor approves the recommendation to establish the Center or Institute, the Chancellor shall forward the recommendation to the Board of Trustees for its decision. If the decision is to discontinue planning, the Provost will notify the responsible administrator of the decision.

