

## Appendix A

### Foundation Documentation

Comprehensive foundation documentation is essential before approval of a new research centre/institute. The documentation should be complete enough to justify the need for a new centre/institute, demonstrate its viability, and guide the management of the new centre/institute over its initial years of existence. At a minimum, the documentation should include:

- name of the centre/institute
- rationale for, and purpose of, the centre/institute
- an analysis of the centre/institute's fit within the University's strategic research priorities
- management structure of the centre/institute, including clear lines of authority and responsibility
- a description of how the centre/institute will incorporate the principles of equity, diversity and inclusion (EDI) into its operations
- anticipated duration of the centre/institute (this may be indefinite or for a specified term – if for a defined term, plans for centre/institute wind up should be included)
- a budget for at least the first three years of operation of the centre/institute, including anticipated revenues from all sources and all operational costs
- a description of physical resource needs (such as office or laboratory space)
- projected staffing requirements
- a risk assessment and risk management strategy, particularly for budget shortfalls
- a definition of centre/institute membership, and membership categories
- terms of reference for an advisory committee for the centre/institute, if applicable
- envisioned relationships with existing University entities and with entities external to the University
- projected contributions, if any, to University goals other than research (such as contributions to teaching and training or to public service)
- performance metrics against which the centre/institute's progress and success will be measured (e.g. external funding, publications, graduate student numbers, community service)

Once a new centre/institute is approved and a director appointed, the foundation documentation should be viewed as a living template and ongoing guide for centre/institute operations.

In response to changing circumstances and opportunities, changes to the foundation documentation can be recommended, typically as part of a review or annual report. In accepting proposed changes to foundation documentation, the relevant authority will use their good judgment as to whether the proposed changes are so fundamental as to require approval from the Board of Governors.