

Center for Student Research

UNIVERSITY OF COLORADO COLORADO SPRINGS

ARTICLE I

PURPOSE

1.1. Purposes and Powers. The Center for Student Research (“Center”) shall have the purposes and shall exercise those powers in the furtherance of its purposes as stated in these bylaws and as permitted by the rules of the University of Colorado Colorado Springs (“UCCS”).

1.2. Mission of the Center. The mission of the Center for Student Research (CSR) is to prepare and support undergraduate and graduate student investigators across disciplines. The Center goal is to enhance the UCCS student research experience and catalyze research career paths. The Center fosters authentic research engagement and emphasizes integrity and ethics. The Center is devoted to all students, with a mission to especially serve underrepresented minority, first generation, and other at-risk or underserved students. The Center will emphasize an apprentice model of student-faculty collaboration; an aspirational peer-mentoring model with a graduate student mentor; and will foster a campus community of student researchers and mentors. The Center will inventory, coordinate, develop, and facilitate research best practices and professional development opportunities for student and their faculty mentors.

1.3. Goals and Objectives of the Center. The primary goal of the Center is to serve as a central hub and resource for undergraduate and graduate student research programs on campus.

The following specific objectives will be pursued:

- A. Improve Student Retention and Graduation Rates:** Research experience is one of the 11 top “high impact educational practices” for students as noted by the AAC&U (see also Lopatto, 2010). Student involvement in research predicts improved academic persistence and retention (e.g., Graham et al., 2013; Lopatto 2007; Nagda et al., 1998; Thoman et al 2015; Villarejo et al., 2008). However, there is likely a selection bias whereby students who are already predisposed for success choose to apply for competitive research experiences (e.g., Linn et al., 2015). Thus, a campus wide student research center is needed to better support student success, especially for disadvantaged and underrepresented students.
- B. Improve Student Access and Affordability:** Research experience is one of the most promising pathways to working with esteemed faculty, garnering letters of support, and increasing the odds of access to advanced degrees and research careers (Eagan et al., 2013; Hathaway et al., 2002; Thoman et al., 2015; Thoman et al., 2017). Student research experiences can be voluntary, for credit, or funded. Funded research experiences offset costs to students through stipend and tuition support.

- C. Maintain Fiscal Sustainability:** The current investment by UCCS into the Undergraduate Research Academy coupled with modest commitments to Graduate Research Fellowships set the foundation for success. External funding sources can catalyze long term commitments; our proposals will be more competitive with a Center for Student Research. The NIH, NSF, the Department of Education and other funders are highly committed to workforce development and academic research vitality through various funding announcements that support student research experiences and research career pathways. The UCCS Office of Research is committed to organizing the application of such institutional grants, starting with the National Institutes of Health training grants.
- D. Enhance UCCS Reputation and Impact:** Research experiences are the praxis of a teacher-scholar community. Enhancing the culture of research, discovery, and innovation through student-faculty relationships builds our UCCS reputation. It is through research participation that we can impact the lives of our students through knowledge co-production, generating a lifelong passion for discovery, and instilling meaningful lessons of ethics, professionalism, and collaboration that directly impact cognitive growth, citizenship, and the development of a professional identity (e.g., Hunter et al., 2007; Hurtado et al., 2009; Kilgo et al., 2015; Thoman et al 2017).
- E. Enhance Inclusion and Diversity:** UCCS is proud of its dedication to first generation (FG) and underrepresented minority (URM) students, with 29% FG and 34% URM students served. As Chancellor Reddy points out, when we “help a first-generation student, we help every future generation in that person’s family.” Student research experiences are part of a strategic effort to close achievement gaps and diversify the workforce. Indeed, research experiences benefit everyone, but *especially benefit* FG and URM students’ motivation, learning, engagement, and career trajectory (e.g., Ishiyama, 2002; Lopatto, 2007; Strayhorn, 2010; Summers & Hrabowski, 2006; Thoman et al., 2015; Villarejo et al., 2008).

ARTICLE II

OFFICES

2.1. The principal office of the Center shall be initially located at UCCS at **Main Hall 312B**. The Center may have other offices at such locations as the Executive Committee, as defined in Section 4.4 below, may determine from time to time.

ARTICLE III

STATUS WITHIN UCCS

3.1 The Center shall be recognized as a center within UCCS as part of the Office of Research within Academic Affairs. Collaborative linkages are anticipated not only with other departments

and schools/colleges of UCCS, but also with the University of Colorado Denver and other academic institutions such as University of Texas, El Paso. The Center will draw on the talents of faculty mentors across disciplines; members will participate in a Faculty Research Mentor Academy. The Undergraduate Research Academy will be part of the Center as will a new Graduate Research Academy. The Graduate School is currently working with the Office of Research to create an institutional Responsible Conduct of Research training that will be included as part of the onboarding of researchers at every career stage. Mountain Lion Research Day is a campus wide event (10 years strong) that will be the primary annual event for the Center. The Center will coordinate with other campus programs that involve student research including but not limited to: CSURF, the Undergraduate Research Journal, various college level programs, various Research Experiences for Undergraduates (REUs); the Mountain Lion Grad Slam, and the Graduate Research Showcase.

ARTICLE IV

THE CENTER'S GOVERNANCE

4.1. Director.

A. Qualifications. The Director of the Center ("Director") shall be an employee of the University of Colorado ("the University") and have an active, ongoing professional interest in supporting student research.

B. Appointment, Term, Removal and Replacement. The Directorship is an at-will position that serves at the discretion of the Associate Vice Chancellor for Research (AVCR). Therefore, the Director shall be appointed and may be removed by agreement of the AVCR at any time and for any reason. The Director shall serve for an initial term of no more than five (5) years, unless otherwise removed as permitted in these bylaws, but may be re-appointed for additional terms.

C. Duties. The Director shall report to the AVCR and perform all duties assigned by the AVCR. These duties include, but not limited to (1) general and active control of the Center's affairs and business, including oversight of the research directions of the Center; (2) general and active supervision of the Center's agents and employees; (3) supervision of the annual budget and responsibility, in conjunction with the AVCR, for the fiscal affairs of the Center; and (4) performance of all other duties incident to the office of Director as may from time to time be assigned by the AVCR. The Director shall also be a member of the Executive Committee. The Director, when appropriate and with approval may appoint a Managing Director and/or Assistant Director. Roles and responsibilities of those positions must be approved by the majority vote of the Executive Committee.

4.4. Center Executive Committee.

A. Members of the Executive Committee. The voting members of the Executive Committee of the Center ("Executive Committee") shall all be University employees and will consist of: 1) the Director; 2) the Dean of the Graduate School; 3) and one member



appointed by each Dean to represent each school/college. The AVCR will serve as a non-voting member of the Executive Committee. The Director serves as chairperson of the Executive Committee and shall preside over all Executive Committee meetings.

B. Duties. The Executive Committee will have fiduciary responsibility for the oversight of the Center's finances and shall also be responsible for selecting members of the Advisory Board. The Executive Committee will meet at least once per academic semester to provide information on research related activities, barriers, and assist with implementation. Decisions regarding these and other matters shall be by majority vote of the Executive Committee and shall be subject to approval by the AVCR.

C. Appointment/Term. The members of the Executive Committee, other than the Director, and AVCR, shall serve renewable 3-year terms unless they resign or are removed as provided in paragraph 4.4.D below. Role by position are ongoing.

D. Removal and Replacement. The Associates of the Executive Committee may be removed by mutual agreement of the Director and AVCR at any time and for any reason. Vacancies resulting from resignation or removal of an Individual Member or the Chairperson shall be filled in the same manner as an initial appointment.

ARTICLE V

THE CENTER'S MEMBERSHIP

5.1. Individual Member Associates.

A. Qualifications. Individual participants of the Center ("Associates") need not be employees of the University but must be associated with the University. These individuals may be professionals or laypersons but must be actively involved in training, research, education or clinical services relating to student research. Associates must be actively involved in the conduct of clinical, research, or educational activities integral to the mission of the Center.

B. Duties. Faculty, staff, and external participants will be identified as Associates of the Center for the period for which they actively participate in Center activities, with approval of their Dean or appointing authority. For these faculty, being an Associate indicates a willingness to actively engage in teaching and research efforts of the Center, to serve in an advisory capacity, and to identify opportunities for the Center. When Center activities involve time commitment beyond normal service responsibilities, a formal arrangement with the Associate's supervisor will be negotiated.

The Principal Investigators of grants administered in the Center will have responsibility and authority associated with management of grant projects and their budgets, including coordination of activities with external sponsors, making appointments of research or

administrative staff supported on grant projects, and determining how grant funds are spent, in accordance with applicable System, campus and sponsor policies.

C. **Appointment/Term.** Persons may petition to become Associates directly to the Executive Committee or may be nominated by the AVCR or Provost. Petitions and nominations must be submitted in writing to the Director. Requests to become an Associate shall be approved and appointed by a majority vote of the Executive Committee. Individuals shall remain Associates until they resign their membership from the Center or are removed as set forth in these bylaws.

D. **Removal.** Any Associate may be removed at any time and for any reason by the AVCR or Provost.

5.2. **Institutional Members.**

A. **Qualifications.** Any Institution with an interest in collaborating with the Center may petition to become an Institutional Member (“Institutional Member”). Institutional Members and Associates shall together constitute the “Membership” of the Center.

B. **Duties.** The duties of an Institutional Member shall be the same as the duties of an Associate and will be based upon that institution’s area of expertise.

C. **Appointment/Term.** An institution that wishes to become an Institutional Member must do so by petition or nomination by someone associated with the Center. The petition or nomination must be submitted in writing to the Director. Requests to become an Institutional Member shall be approved by a majority vote of the Executive Committee. An institution shall remain a member until it resigns from the Center.

D. **Removal.** Institutional Members may be removed at any time and for any reason by the AVCR.

ARTICLE VI

ADVISORY BOARD

6.1. **Membership.**

A. **Qualifications.** All members of the Advisory Board for the Center (“Advisory Board”) shall be nationally or internationally recognized in their fields or have a keen interest in and be committed to furthering the mission of the Center. These individuals need not be University employees nor must they be associated with the University.

B. **Duties.** The members of the Advisory Board shall provide advice regarding overall direction and vision for the Center, which shall assist the Center to define, develop and achieve its educational goal, and shall help facilitate the Center’s relationships with the community, including appropriate fund-raising mechanisms and activities. The Advisory

Board shall meet at least once each academic year. The members of the Advisory Board shall have no governance responsibility or appointing authority for personnel matters.

C. **Appointment/Term.** The members of the Advisory Board shall be self-nominated and/or nominated by the Associates, AVCR, or Director and shall be appointed by a majority vote of the Executive Committee. Each member of the Advisory Board shall serve 3-year terms unless that individual resigns or is removed as otherwise set forth in these bylaws. The members of the Advisory Board shall be added gradually such that there is an overlap in membership terms. A member of the Advisory Board may serve more than one term. The AVCR serves as chairperson of the Advisory Board and shall preside over all Advisory Board meetings.

D. **Removal and Replacement.** Any member of the Advisory Board may be removed at any time and for any reason by the AVCR or Provost.

ARTICLE VII

PROVISIONS FOR CHANGING BYLAWS

7.1 Subject to applicable University policies, these bylaws or any part therein may be changed, amended, or repealed and new bylaws adopted by the Center after approval by a unanimous vote of the Executive Committee, the AVCR, and the Provost.

ARTICLE VIII

ADMINISTRATION AND FINANCE

8.1. **Public Policy and Financing Strategies.** The short-term financing strategies of the Center shall include leveraging current Academic Affairs resources. The long-term financing strategies of the Center shall include federal support and fundraising to help in the construction of the permanent space requirements for the Center and for funding endowments for the Director and, if applicable, staff positions.

8.2 **Sponsored Program Funding Agreement:** The Center will participate in the distribution of indirect cost incentives to Colleges in the following manner: (a) When a sponsored program is submitted by an Associate whose primary appointment is in a School or College, and the Center provides primary support for grant development and provides administrative support for the funded project, one half of the indirect costs normally allocated to Colleges will accrue to the Center and the other half to the Associate's College; (b) When a grant is submitted by an Associate whose primary appointment is in a School or College, and the Center provides significant support in developing and obtaining the grant, but the grant is supported administratively in the School or College, then the Center and College will negotiate sharing the indirect cost incentives prior to grant submission; or (c) When a grant or contract application is submitted by an Associate whose primary appointment is in the Center, then the full amount of indirect costs normally allocated to Colleges will accrue to the Center. In all

cases, the Principal Investigator on a grant will have the authority to determine whether the College or Center will provide administrative services to the project.

8.3. Fiscal Management & Review. Fiscal management will be carried out using UCCS fiscal and administrative procedures. The UCCS oversight and fiscal management reviewer will be the Administrator for the Office of Research who will serve as the Chief Financial Officer (CFO) for the Center. Pursuant to the University Administrative Policy Statement entitled "Procedures for the Establishment of Centers, Institutes, Laboratories and Bureaus" ("the Policy"), the budget officer for UCCS has reviewed this Center. Pursuant to the Policy, all Center deficits will be eliminated by the end of each fiscal year.

8.4. Fiscal Control Provisions. The Center will follow and abide by all UCCS, University of Colorado, and State fiscal policies.

8.5 Student Tracking: The Center will request an annual report from the Director of the Institutional Research Office to track longitudinal student impacts, including retention, graduation, matriculation into doctoral programs, and career pathways.

8.6 Ad hoc Working Groups: Will be formed as needed to respond to opportunities and challenges. Working groups will be chaired by a member of the Advisory Board, or Executive Committee, or the Director. Working groups membership is voluntary and open.

8.7 Center Student Assistant: A 0.25 FTE of the Office of Research student worker will be allocated to the Center, supervised by the AVCR with input from the Director.

8.8 Credit Courses: Those courses utilized and supported by the Center will be offered by the academic units following normal academic decision-making processes. When possible, relevant courses will be interdisciplinary and will follow campus procedures for allocating credit across participating units. Non-credit courses, workshops, and seminars may be organized and delivered by the Center under normal campus standards for such offerings; academic departments may or may not be involved in these non-credit offerings, based on case-by-case agreements. Use of, and payment for, campus facilities and faculty for non-credit courses will be negotiated on a case-by-case basis with the appropriate campus units. Credit courses may be FTE-generating. For FTE-generating courses, the FTE generated will be credited to the academic unit.

ARTICLE IX

TERMINATION OF THE CENTER

9.1 The period of the Center's existence shall commence with the date of its approval as an academic center in accordance with the Policy and shall terminate only at the request of the Provost as approved by the Chancellor.

ARTICLE X

MISCELLANEOUS PROVISIONS

10.1. Limitation of Activities. Notwithstanding any other provisions of these bylaws, the Center shall not conduct or engage in any activities not permitted pursuant to the educational entity exemption from federal income tax under Section 501(c) (3) of the Internal Revenue Code. Furthermore, the Center shall not conduct or engage in any activities not permitted to be carried on by, or in a manner prohibited by, University policies.

10.2. Distribution of Assets. Upon the Center's termination, any assets remaining after payment, or provision for payment of its legitimate obligations, shall be distributed as directed by appropriate University personnel in accordance with University policies and consistent with the University's tax exempt status.

10.3. Prohibition Against Private Inurement. No part of the Center's net revenue shall inure to the benefit of, or be distributable to, its officers, advisors, staff, fellows, or other private persons except: 1) as reasonable compensation for services rendered; 2) as provided by in agreements concluded with funding parties or agencies in accordance with University policies and as approved by appropriate University personnel; and 3) as otherwise permitted by University policies consistent with the University's exempt status, including, but not limited to, policies related to intellectual property and technology transfer.

10.4 Intellectual Property. All intellectual property will be allocated pursuant to University law and policies.

10.5 Disclaimer: All statements and publications generated from the Center will be the sole opinion and research of the authors related to the Center and not necessarily the view of the University of Colorado or the Center affiliates.

References available upon request

RECOMMENDED FOR APPROVAL

Signature blocked for web posting.
Original signature on file with Office of Research
Graduate School Dean

Date

Signature blocked for web posting.
Original signature on file with Office of Research
Associate Vice Chancellor for Research

3/13/2019

Date

Signature blocked for web posting.
Original signature on file with Office of Research
Executive Vice Chancellor for Academic Affairs

Date

APPROVED

Signature blocked for web posting.
Original signature on file with Office of Research
Chancellor

3/19/19

Date