February 1, 2008

MEMBERS OF THE CAMPUS COMMUNITY

SUBJECT: ACADEMIC AND ADMINISTRATIVE PLANNING

Dear Colleagues:

I am writing to inform you about the planning process that I am initiating in preparation for the arrival of a new chancellor later this year and to ensure that we have plans to guide us as we consider the strategies for dealing with possible budgetary shortfalls from the state.

The next chancellor will likely face a challenging situation almost immediately upon arrival because UCR does not now have a campus-wide academic plan or an administrative plan that charts a course for its future. Such plans would provide a useful starting point for becoming acquainted with the campus and understanding the aspirations, goals and priorities of each of your units. Also, the next chancellor will most likely face the necessity of making difficult budgetary decisions soon after arrival. That task is nearly impossible without having a clear understanding of the vision and priorities of each college, school and administrative unit.

Unfortunately, there is not time to engage in a comprehensive planning process that would result in a shared vision for the campus as a whole. Nor should we proceed with a planning process that produces goals and priorities that are, or are perceived to be, immutable.

What we can accomplish, however, between now and the end of the academic year is to develop draft plans for each of our campus units that can serve as a foundation for further planning by the next chancellor and also provide a framework to guide decisions about the budget.

Accordingly, we will proceed with the development of draft plans as follows:
I. ESTABLISH THE PLANNING AND RESOURCE ADVISORY COUNCIL FOR THE PURPOSE OF STEERING AND COORDINATING THE PLANNING PROCESS. This council will be comprised of campus leaders, each with budgetary responsibility for an organization, and will include all deans and vice chancellors, the University Librarian, the Chair of the Academic Senate, Budget, Vice Provost Farris, Assistant Executive Vice Chancellor & Provost Stark, and Associate Vice Chancellor Rowley, as well as the Chair of the Academic Senate’s Committee on Planning.

II. DEVELOP A COMMON SET OF PRINCIPLES FOR PLANNING AND PRIORITY-SETTING. Completion Date: February 12.

I am asking Vice Chancellor Bolar to chair an ad hoc committee to propose a set of principles for planning and priority-setting. The committee’s proposal will be presented to the Planning and Resource Advisory Council for consideration, modification if necessary, and adoption. Members of the ad hoc committee are: Vice Chancellor Diaz, Vice Chancellor Sandoval, Dean Cullenberg, Dean Abbaschian and Academic Senate Chair Cogswell. I ask that the ad hoc committee submit its proposal to the Planning and Resource Advisory Council by February 9 for consideration at a full meeting of the Council on February 12.

III. INITIATE AND COMPLETE “FIRST DRAFT” PLANS FOR COLLEGES, SCHOOLS AND ADMINISTRATIVE UNITS. Completion Date: April 11.

Executive Vice Chancellor and Provost Wartella and Vice Chancellor Bolar will provide specific guidelines for this phase. The intent is for each dean and vice chancellor to articulate a vision and/or set of goals for the next five years and to identify clearly the highest programmatic priorities (i.e., academic fields or administrative services) that are consonant with the vision or set of goals.
Plans should be submitted to the Office of Academic Planning and Budget no later than Friday, April 11.

IV. REVIEW OF FIRST-DRAFT PLANS BY ACADEMIC SENATE COMMITTEE ON PLANNING AND BUDGET. Completion Date: May 2.

V. REVISION OF FIRST-DRAFT PLANS AND SUBMISSION OF SECOND-DRAFT PLAN. Completion Date: May 16.

VI. PRESENTATION OF PLANS TO PLANNING AND RESOURCE ADVISORY COUNCIL. Meeting Dates: June 2 & June 3.

VII. REVIEW AND APPROVAL OF “SECOND-DRAFT” PLANS BY CHANCELLOR & EXECUTIVE VICE CHANCELLOR. Completion Date: June 13.

I fully realize that the completion of this work in the proposed time-frame will be a challenge, but there will be opportunity to review and modify the visions and priorities next year in collaboration with the new chancellor. That said, we are all also mindful of the impending possibility of budgetary decisions that may need to be made in the nearer term and that probability compels us all to undertake this effort with a sense of high importance and commitment to staying on schedule.

I thank you in advance for your cooperation and participation.

Sincerely,

Robert D. Grey
Acting Chancellor