

October 12, 2005

**Process for Vetting College Plans
Targeted Investments in Excellence**

One of the principal conclusions of the June Leadership Retreat was that the University's ability to achieve the overarching goal of the Academic Plan, to be one of the world's top public research and teaching universities, depends in large part upon the reputation of its colleges, departments and programs. Accordingly, all colleges were asked to submit plans by January 3, 2006, to identify which programs/departments are most likely to achieve recognition as one of the top in the country or world and have a significant impact on the university's academic stature. The deans will then present the plans at the follow-up meeting of the leadership group on Tuesday, January 17, 2006.

The plans may identify programs/departments within a single college or programs that cross college boundaries. I expect that plans from the arts and sciences colleges will be coordinated by the Executive Dean for the Colleges of the Arts and Sciences. The high priority programs or departments may be ones already in existence or those we need to create in order to be one of the world's great universities.

A template for college plans and a document identifying the sources of central funds for investment were distributed to the deans on September 2, 2005. The central funds identified included one-time funds, lines of credit, and continuing funds. The limited central funds must be invested in a highly strategic manner designed to maximize the impact on the university,

Because the amount of central funding is insufficient to allow investment in every college, only a handful of programs will receive the central funds. Therefore, the colleges were asked to present plans that could be funded solely through reallocation of funds within the college. The purpose of the central investments will be to allow the colleges to implement their plans faster, at a higher level, or on a broader scale. All colleges are expected to implement their plans regardless whether central funding is provided.

Criteria for Evaluating College Plans

The two most important criteria are **excellence** and **impact**. Is the high priority program/department capable of achieving recognition as one of the top programs in the nation or world? How will the achievement of a top ranking for this program/department affect the university's reputation? At the retreat, we acknowledged the difficulty in measuring impact precisely and accurately. The templates call for the colleges to put forth their cases for impact and to identify metrics to measure the success of the plans.

Another important factor to be considered is the **viability of the plan**. Is it realistic? If the plan is implemented, how likely is it to have an impact on the university's reputation?

If a high priority program/department has received central investment through selective investment and/or academic enrichment, the results of that investment will be considered. After that central investment, was the reputation of the department/program enhanced? Is there evidence of the impact of that improved reputation on the university?

Finally, some assessment must be made of the potential impact on the university relative to the **cost** of the proposal. In other words, we will need to select the best investments for these limited central funds.

Consultation Process

The specific programs to receive support under this plan will be identified by the provost in consultation with

- President's Cabinet,
- Council of Deans,
- Senate Steering Committee and other Senate committees as appropriate, and
- President's and Provost's Advisory Committee.

Those groups will be asked to provide advice by March 17, 2006, after an opportunity to review and discuss the plans.

Investment decisions will be announced by the end of spring quarter, and funds for the first year (of five years) will be available on or after July 1, 2006.