

November 8, 2007

**SCHOOL, COLLEGE AND DIVISION DEANS**

**PROFESSOR LINDA BISSON, CHAIR**

Davis Division Academic Senate

**RE: Call for Academic Plans**

Dear Colleagues:

In 2008, our campus will begin its second century of service and this milestone provides an opportunity for the campus to look ahead to the future and assess and reframe our academic vision that sets direction and determines priorities for allocation of resources. Several systemwide planning efforts are also underway, including a long-range enrollment plan through 2021, to meet a requirement set by the State and a systemwide academic planning process that was initiated by Provost Hume last year. An updated campus academic plan is needed to guide internal campus planning and facilitate the campus's response to the systemwide efforts. With these systemwide planning efforts as a backdrop, the primary goal of the campus academic planning process is to engage the academic community – the faculty, deans and academic officers – in developing an academic plan that sets the vision and priorities for the campus over the next six or seven years. In some schools and colleges, academic planning efforts have recently been initiated or completed. In these cases, I ask that you review the plans based on the criteria and guidelines below and make any adjustments that might be needed to ensure that the recently completed plans align with the major principles, criteria and planning assumptions described below.

**ACADEMIC PLANNING PROCESS AND FRAMEWORK**

The specific purpose of this letter is to request academic plans from each school and college, developed after departmental input – i.e., it is envisioned that department academic plans will inform a college, school, or division plan that in turn will inform a campus academic plan. Information about principles, timelines, assumptions and objectives are described in more detail below.

**Planning Period: 2009-2014**

Our goal is to develop a campus academic plan that can be used for at least the next five years. Although the planning process will largely occur during this academic year, it will extend into a portion of next academic year to ensure that the new Provost and Executive Vice Chancellor and the new deans have the opportunity to provide their input into the process. Therefore, the suggested period for the academic plans is 2009 to 2014. As noted above, some units are nearing completion of a plan that has a slightly different time horizon. These plans will be accepted, assuming that some attention is made to ensure that they generally fit with the planning framework articulated by this letter.

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### **Planning Framework**

The last campus-wide academic plan focused on guiding the campus through a period of significant enrollment and faculty growth for the general campus and no growth in the health sciences. In contrast, the future enrollment growth trajectory anticipated for the general campus is slow-and-steady (i.e., about 350 to 500 students per year or 1% annual growth), with more significant growth anticipated for the health sciences as described below.

**General campus.** Faculty hiring during the planning period will be influenced by growth and retirements or other separations. The general campus faculty base is 1,458.3 FTE, and growth during the planning period is expected to add approximately 15-20 new FTE annually (i.e., about 1% growth per annum for the next five years). Moreover, assuming that faculty members retire, on average, at age 65, the campus can expect approximately 50-70 retirements per year. Therefore, in spite of the lower growth trajectory, there could be upwards of 100 faculty hires per year related to growth, retirement and resignation.

**Health science.** Enrollment and faculty growth in the health sciences has not occurred for many years. However, there have been substantial planning activities at the campus and systemwide levels that have established a framework for growth over the next 5-10 years (refer to the January 2007 report entitled "*A Compelling Case for Growth*" from the President's Advisory Council on Future Growth in the Health Professions, available online at <http://www.ucop.edu/healthaffairs/>). For the Davis campus, growth is planned for our existing schools of medicine and veterinary medicine, and growth is proposed for the new schools of nursing and public health. Each health science school will be expected to review and, as appropriate, update academic plans prepared for the systemwide planning efforts to fit with the campus planning framework articulated by this letter.

### **Departmental Academic Plan Components**

An Academic Plan should set goals, assess availability of resources, develop a realistic strategy to achieve the goals, and identify a methodology for measuring the success of the plan. General campus enrollment growth will vary by department, so department academic plans should address two primary scenarios related to student and faculty growth:

1. Steady state (no growth);
2. Modest growth totaling 5-7% over 5 years.

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Academic plans are expected to consider:

- highest priorities, programmatic strengths, and targets for development.
- opportunities to strengthen programs via collaboration with other units/campuses.
- faculty – current size and some discussion of optimal size; projected retirements in next 5-7 years; priorities in terms of new faculty hires; assumptions for start-up packages for hires during planning period; availability of suitable space; diversity goals and opportunities.
- curriculum – describe anticipated changes, discuss current challenges (for example, an issue with a core requirement or course delaying graduation or limiting enrollment in the major, inability to utilize computer classrooms, impacted major, etc.).
- graduate student goals, opportunities, and constraints for departmental based programs (deans are asked to consult with the graduate groups for which they are lead dean).
- assessment mechanisms to measure success.
- resources – describe most significant resource challenges and opportunities in relationship to achieving the goals articulated by the plan, keeping in mind that the state continues to face significant budget challenges.

### **Planning Timeline and Process: Fall 2008 through Fall 2009**

As indicated above, we envision as an initial step the development of department academic plans. The departmental plans and advice from faculty, including the Faculty Executive Committee, will be used by deans to develop a school, college or division plan that creates a unified vision for the school, college or division aligned with campus-wide goals and aspirations.

The proposed timeline for the planning process is as follows:

1. Department academic plans submitted to deans by the end of winter quarter **(March 23, 2008)**.
2. Deans complete their consultation with faculty, including their Faculty Executive Committee, during spring quarter 2008 and submit final school, college and division academic plans to the Provost and Executive Vice Chancellor and the Academic Senate **no later than August 31, 2008**.
3. Academic Senate considers the plans during fall quarter 2008 and provides feedback to the Provost and Executive Vice Chancellor and deans by the end of **fall quarter 2008**.
4. Campus academic plan developed by the end of **winter quarter 2009**.

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### **Principles and Objectives for Academic Planning**

It is useful to frame planning efforts within overarching principles and objectives. Please keep the following six principles and objectives in mind.

1. The campus's vision for its future should be developed from both a campus-wide perspective as well as from the perspective of individual colleges, schools and divisions.
2. The plan should preserve current strengths and build on them.
3. The plan should consider new areas of discovery, scholarship and creativity that are essential for the continued academic development of the campus.
4. The plan should identify and support campus-wide areas of academic excellence for UC Davis.
5. The plan should encourage collaboration across organizational boundaries and evaluate opportunities to leverage resources and forge partnerships to maximize scarce resources.
6. The allocation of faculty positions by the Provost and the deans should be guided principally by the priorities set during the academic planning process.

### **Data**

The Office of Resource Management and Planning will send a separate correspondence by early December that provides data and identifies other data resources available to departments to facilitate the academic planning process.

### **CONCLUSION**

I appreciate the advice and input that you provided over the last few months to frame this process. We will continue to discuss academic and enrollment growth planning throughout this academic year to ensure that the framework, schedules, and process described in this letter are meeting our goals and objectives. I look forward to working with you to make this a successful effort.

Sincerely,



Barbara A. Horwitz  
Interim Provost and Executive Vice Chancellor

/dfu

c: Chancellor Vanderhoef  
Council of Vice Chancellors  
Associate Vice Chancellor Ratliff