Interim Vice Provost Kathryn Aitchison
Vice Chancellor Peter Blackman
Dean Tony Chan
Dean Marie Cowan
Dean Vijay Dhir
Dean Aimee Dorr
Vice Chancellor Michael Eicher
Chair Adrienne Lavigne
Vice Chancellor and Dean Gerald Levey
Vice Chancellor Joseph Mandel
Vice Chancellor and Dean Claudia Mitchell-Kernan
Dean Robert Lapiner
Vice Chancellor Janina Montero
Vice Chancellor Sam Morabito
Dean Barbara Nelson
Executive Dean Patricia O’Brien
Vice Chancellor Steven Olsen
Dean Ne-Hoe Park
Vice Chancellor Roberto Peccei
Interim Dean Jonathan Post
Dean Emil Reisler
Interim Dean and Vice Provost Ronald Rogowski
Dean Robert Rosen
Dean Linda Rosenstock
Dean Michael Schill
Dean and Vice Provost Judith Smith
University Librarian Gary Strong
Vice Chancellor Donna Vredevoe
Dean Christopher Waterman
Dean Bruce Willison
Dean Scott Waugh

Dear Colleagues:

On several occasions in the past year, Chancellor Carnevale and I communicated to you our decision to reestablish the campus strategic planning process. This process was suspended over a three year period during the recent round of state budget cuts. The Higher Education
Compact has provided welcome fiscal stability to UCLA, for the time being, and the revitalization of our strategic planning process will help structure our thinking about our future directions. I am writing to provide you with guidelines regarding the development of your organization’s strategic plan and budget, which should be submitted to the Office of Academic Planning and Budget no later than November 15, 2005.

Your plan will provide a foundation for discussions with AI and me about your organization. Our response to your requests for new resources, in particular, will be guided by the extent to which such resources promote your plan and the University’s strategic objectives. In future years, we will ask you to report on your progress in implementing the plan.

While you are free to exercise your judgment about the format and content of these plans, we are asking that you incorporate a number of specific elements intended to advance three goals of the planning process. First, plans should examine the mission and goals of your organization, identify the specific strategies required to successfully achieve the mission and goals, and describe the metrics or indicators you will use to assess the plan’s effectiveness. Second, plans should identify how your organization’s activities will advance overall campus goals and strategic initiatives. Finally, plans should relate these goals and strategies to available resources.

Organizational Mission, Goals, and Strategies

The strategic plan should not be an operating plan or a detailed budget proposal. Rather, it should be a high-level assessment of the overall direction of your organization, relating its mission, environment, and core competencies to a set of achievable goals and strategies. A good plan creates a vision for an organization and looks for opportunities to move it in that direction, but also addresses organizational weaknesses and resource limitations objectively. The plan should focus on desired outcomes over a three- to five-year timeframe, and should indicate how we will determine if these outcomes have been achieved. A successful plan will guide your management, faculty, and staff over that period, but will be sufficiently flexible to allow adjustments for unforeseen opportunities or challenges. A useful strategic plan typically will be 20 to 25 pages in length, not two pages or 200 pages.

Overall Campus Goals and Strategic Initiatives

UCLA’s overall strategic goal is not to be among the finest public research universities in the nation—we have already achieved that distinction. Rather, our goal is to be on the short list of the world’s finest research universities, public or private.

Throughout his tenure, Chancellor Canevale has advanced three strategies supporting this goal:

1. Strengthening the foundation, by investing in the units at the heart of the academic enterprise, such as the UCLA College, the Library, and information technology.

2. Crossing academic boundaries, an arena in which UCLA has a comparative advantage, especially given its comprehensiveness and the geographic proximity of its general and medical campuses.
3. Concentrating on excellence, focusing resources on areas in which UCLA has achieved excellence, must be excellent, or has the potential to achieve excellence.

Over the past several years, the campus has invested its limited central resources in a number of strategic academic initiatives advancing these broad strategies. These are:

1. Biosciences Initiative
2. International Studies Initiative
3. Arts Initiative
4. Center for Society and Genetics
5. Institute for Stem Cell Biology & Medicine
6. California Nanosystems Institute
7. UCLA in LA
8. Graduate Student Support
9. Information Technology Repositioning Initiative

Your plan should identify how your activities will advance the campus’ overall strategic direction and describe your proposed participation in these strategic initiatives.

Resources

The resources section of your plan should demonstrate how you intend to apply all of your resources to advance your goals and the campus mission, including faculty, staff, graduate students, information technology, and space.

The plan should take into account all funding sources available for support – General Funds, student fees funds, gift funds, research funding and overhead, and sales and service and auxiliary revenues. The plan should be based on a realistic forecast of the new General Funds available to the campus. Based on the Higher Education Compact Agreement, UC anticipates a 3% increase in state support in 2006-07, followed by a 4% increase in 2007-08 and subsequent years. The Agreement also provides that fees paid by undergraduate students and graduate academic students will increase next year by 8% and 10%, respectively. For professional degree students, OP proposes that mandatory fees be increased by 4% in 2006-07 and 5% annually for the next two years. The campus also expects to receive additional growth resources equivalent to 1100 student FTE over the next five years. These new revenues will be allocated almost entirely in support of faculty and staff salary and benefit increases and projected student workload. After these fixed expenses, we anticipate the campus will have some discretionary General Funds, and these will be used to address critical needs and strategic initiatives.

With respect to information technology, your plan should convey an understanding of planned investments that may have cross-unit or institutional impacts on or interdependencies related to (1) interdisciplinary, multi-unit and extramural research and education initiatives, (2) institutional information and data resources, (3) business and academic transactions, (4) individual experiences when accessing resources across the campus (5) communications and facilities infrastructure and (6) security of restricted data and information.
With respect to space, your plans should identify major unmet needs, and how you propose those needs be met – through new construction, renovation of existing space, leasing, or reprioritizing existing space allocations.

Planning Process and Calendar

Attached is a copy of the three-year budget template for inclusion in the plan. This template is a new application available on the C-BIG website. This budget should project revenue and expenditures over the next three years. This application is not intended to serve as a detailed budget plan, but instead as an organization level projection of major needs and proposed funding sources. Detailed budget plans for 2006-07 will be developed in the Spring of 2006 and submitted through the C-BIG system.

Finally, we would very much appreciate receiving these plans in electronic form, preferably PDF files. If you prefer to submit hard copy, please send six copies to the Office of Academic Planning and Budget.

All of you have shown strong leadership under the difficult fiscal conditions UCLA has faced over the past three years. I know this requests adds to your workload, but I am confident that the planning process will enable UCLA to gather even more momentum and assure that we are moving forward in a unified manner. If you have any questions, please contact Vice Chancellor Steve Olsen at 5-3444.

Sincerely,

Daniel Neuman
Provost and Executive Vice Chancellor

Attachment: Budget Template

c: Chancellor Albert Carnesale
   Assistant Chancellor Annoinette Mongelli
   Assistant Vice Chancellor Glyn Davies
   Assistant Provost John Hamilton
   Director Maryann Gray
   Director Caroline West
### Proposed Numerical Format for 3-Year Strategic Plan

* [One page per fund category, with roll-up]*

<table>
<thead>
<tr>
<th>FY05/06</th>
<th>FY06/07</th>
<th>FY07/08</th>
<th>FY08/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue *</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recharges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty Salaries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Salaries - Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Salaries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Compensation Expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies &amp; Expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment &amp; Retention</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major Items (New or One-time)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Operating Expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Reserves</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus/Deficit</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Separate page for each of the following fund categories:*  
- General Funds  
- Overhead Recovery  
- Other General and State Funds, USAP  
- Student Fees  
- Gifts & Endowments  
- Sales & Service  
- Auxiliaries