

Guidelines for School/Division Five-Year Academic Plans
Academic Planning – Phase III Outcome
DUE: May 14, 2021

Overview

For this final Phase of the Academic Planning Process, Phase III, schools/divisions will be completing the first iteration of their five-year academic plans – plans that will be revisited annually as part of an annual planning and resource allocation process to be implemented in AY 2021-22.

Phase III plans will address the AY 21-22 to AY 25-26 planning period. Per the [EVC/Provost's December 14 memo](#), a key objective of the planning process is to sequence each school/division's planning priorities over the five-year planning window with the first two years of the plan focused largely on efforts that will grow the campus's resource base to support future school/division and institutional priorities, or otherwise advance APWG measures at low cost, while continuing critically to attend to the third Index Diversity. More specifically, [the EVC/Provost's memo](#) asks schools/divisions to prioritize efforts that will, over time, grow undergraduate and self-paying master's enrollment, increase grant awards, and support diversity. It is important to note that these priorities represent a strategic sequencing of the planning priorities established by the APWG (i.e. the Criteria and Measures), not an elevation of some over others. Indeed, for the academic planning process to achieve the goal of advancing all three Indices over time, and in doing so move the campus toward R1, all APWG Criteria must be addressed in schools/divisions (in ways appropriate to the strengths of the school/division), and by the campus, over the five-year planning horizon. Ensuring this outcome is a critical focus of CAPRA and the EVC/Provost and one the guidelines below are meant to facilitate.

Toward these ends, each school/division is asked to submit the following two items by May 14:

1. A narrative document outlining its five-year academic plan. Details are provided in Section I below.
2. An Excel file summarizing the key elements of this first five-year plan. A description of this file is provided in section II.

School/division submissions should be sent to the EVC/Provost (provostevc@ucmerced.edu) and the Chair of CAPRA (pliwang@ucmerced.edu), with copies to Kurt Schnier, Laura Martin, and Simrin Takhar.

Annually, in the coming years, school/division plans will be iteratively developed and extended. This process is outlined in Appendix 1.

I. Narrative Document

Each school/division is asked to submit a narrative document outlining its five-year plan. This document should include the elements outlined below. Organization of the plan is up to the school or division. Items labeled "optional" are not required for this first submission as they were not requested as part of the current planning process. As relevant, future expectations for such items are outlined in footnotes.

A. School/Division History and Context (Optional)

Provide history contextualizing the school/division's multi-year plan.

B. School/Division Mission (Optional)

Provide the school/division's mission statement, as available¹.

¹ Mission and vision statements were not requested as part of this first planning effort. As such, there is no expectation that they be included at this juncture. Looking forward, the next iteration of school plans, to be developed in AY 21-22, will be expected to include school mission and vision statements that align to the campus' mission and vision.

C. **School/Division Vision** (Optional)

Provide the school/division's vision statement, as available¹. If a formal vision statement has not been developed, a narrative describing the state of the school/division in five years is encouraged.

D. **School/Division Values** (Optional)

Provide the school's/division's values (or guiding principles), as available and desired.

E. **School/Division Goals, Strategies, and Objectives**

Provide the school's/division's goals,

a) for each goal, provide the strategy(ies) that will advance the school/division toward the goal.

*b) for each strategy, provide the year each strategy will be initiated and the year it is expected to conclude. (This is the same request as Phase II.) If the strategy will be permanently integrated into the school/division's work, please note that. **Per the [EVC/Provost's December 14 memo](#), strategies should be sequenced to distribute work across the five years of the plan.***

c) for the first two years of the plan, schools/divisions are asked to

- i. prioritize strategies that will help the school/division and campus grow undergraduate and self-paying master's enrollment, increase grant awards, and support diversity. Because no new resources are available for AY 21-22, it is anticipated that strategies for the first year of the plan will require no additional financial or other resources beyond that which the school/division can support with existing funds and resources.*
- ii. for each strategy, provide the objective(s) (see the glossary) and the APWG measure(s) the strategy is expected to directly influence and thus positively impact. While strategies may indirectly affect a number of measures, please select only those measures that the school/division determines are directly linked to the strategy.*

d) for the last three years of the plan, schools/divisions are asked to indicate the APWG measure(s) the strategy is expected to directly influence and thus positively impact. While strategies may indirectly affect a number of measures, please select only those measures that the school/division determines are directly linked to the strategy. No additional information is required at this time. In subsequent planning cycles, schools/divisions will provide more details regarding these strategies. See Appendix I.

II. Excel Summary of the Academic Plan

Using the Excel file titled "Academic Planning Phase III Submission Template - Multi-Year Plan 3.9.2021 Final", please provide a summary of the school/division's five-year academic plan. The file is structured so that the school/division provides the following:

- **On Worksheet 2 "Unit's Strategies & Goals,"** a summary of the school/division's goals, the strategies that support those goals, and the year the strategy is expected to start and conclude. If the strategy will be permanently integrated into the school/division's work, please select "ongoing" from the drop-down menus in the relevant cells. This page essentially summarizes the information outlined in I.E.a and b above.

- **On Worksheet 3 “Impact on APWG Measures,”** a summary of the support each school/division strategy provides for 1) the priorities the Provost established in his December 14, 2021 memo (**only for strategies to be implemented in AY 21-22 and 22-23 strategies**) and 2) the APWG Measures (all strategies, regardless of year). This page essentially summarizes the information outlined in I.E.c. and I.E.d above.

Appendix 1: Annual Planning Process

The following figure outlines the academic planning expectations for this spring (AY 20-21), AY 21-22, and AY 22-23 and on. The expectations outlined for AY 22-23 will be replicated each subsequent year in that 1) the plan will be extended one year out, with proposed strategies identified for that year, and 2) “details” (e.g. objectives and projected growth in measures) will be provided for the strategies to be implemented two years out; development of these details will be informed by the planning priorities shared by the EVC/Provost. Except for this year, the expectation is that a resource allocation process will take place each spring, following the submission of academic plans and resource requests.

AY 20-21 (now)	AY 21-22
<p>ACTION: Submit 5-Yr Plan for AY 21-22 to 25-26</p> <p>RESOURCE ALLOCATION FOR 21-22: None</p> <p>PLANNING PRIORITY FOR AY 21-22: Enrollment growth (UG, masters); grant awards; diversity.</p> <p>PLAN:</p> <ul style="list-style-type: none">21-22 - Details22-23 - Details23-24 - Strategies24-25 - Strategies25-26 - Strategies	<p>ACTION: Submit 5-Yr Plan for AY 22-23 to 26-27</p> <p>RESOURCE ALLOCATION FOR 22-23: Maybe</p> <p>PLANNING PRIORITY FOR AY 22-23: Enrollment growth (UG, masters); grant awards; diversity.</p> <p>PLAN:</p> <ul style="list-style-type: none">22-23 – Details (same)23-24 - Details (new)24-25 - Strategies (same)25-26 – Strategies (same)26-27 – Strategies (new)
AY 22-23 (and on annually)	
<p>ACTION: Submit 5-Yr Plan for AY 23-24 to 27-28</p> <p>RESOURCE ALLOCATION FOR 23-24: Presumably</p> <p>PLANNING PRIORITY FOR:</p> <p>AY 23-24: Determined AY 21-22.</p> <p>AY 24-25: Determine AY 22-23.</p> <p>PLAN:</p> <ul style="list-style-type: none">23-24 – Details (same)24-25 - Details (new)	

Appendix II: Glossary*

Goal - A broad, general statement of intended outcomes or results

Measures – for UC Merced, these are outlined in the APWG document, with one or more measures per criterion. Measures support tracking, monitoring, and assessing the effectiveness of an objective, initiative, or plan.

Mission - A statement describing what a unit does, for whom, and how.

Objectives – Objectives provide specific milestones with a specific timeline for achieving a goal.

Strategy - A plan of action created to achieve a goal or a vision or to address a strategic issue.

Values - The guiding principles or beliefs of a person or an organization.

Vision - A description of what a unit (and key parts of the external environment) will look like if the unit achieves its full potential.

*Definitions taken in part from the Society for College and University Planners [integrated planning glossary](#).

Supporting Materials

- [APWG Measures in Tableaux](#); to develop additional school-specific measures please contact IRDS Director, Gary Lowe (glowe@ucmerced.edu)