

Principles for Strategic Planning and Administrative Restructuring

Approved November 2, 2009

See related GC2009-02 Graduate Council Policy on Notifying Graduate Council of Changes in Administrative Structures

Existing and projected reductions in state support for the University of California have led to the initiation of a multitude of strategic planning and administrative restructuring exercises at UC Davis. The rapidity with which many of these processes have moved has increased the potential for unforeseen consequences for graduate education, and our ability to undertake our core mission activities. In response, Graduate Council has adopted the following three principles for graduate programs' involvement in strategic planning and administrative matters:

1. Graduate education should be a high priority in campus strategic planning

Recent decisions (i.e. to sustain graduate student support at the same level) indicate that graduate education has been recognized as a key aspect of a strong campus. Strategic campus planning must account for the critical role that graduate education holds for the future of the campus. Past strategic plans did not integrate graduate education to the detriment of the campus' current situation—at present UC Davis suffers from a very low proportion of graduate students on campus. On the other hand, UC Davis is nationally recognized for its robust collaborative culture. This culture was initiated and is supported today by the cross-campus graduate groups that directly involve faculty from diverse units in planning and executing academic programs. Excluding this expertise from campus planning would compromise our future.

2. Faculty consultation is a professional right and responsibility

Faculty must be directly involved in the decision-making process of any restructuring. Graduate Council is the body that represents the faculty's interest in graduate education campus wide. The others who have an official standing with regard to graduate education are the graduate group and program chairs. Graduate Council and the chairs should be involved directly in strategic planning and administrative reorganization efforts. Chairs have a responsibility to ensure that the group is adequately supported for its viability and their input is essential in planning.

3. Sound accounting procedures and financial transparency are essential

It is the responsibility of a graduate faculty leadership to administer the graduate program in a fiscally responsible manner and report on financial affairs to other faculty involved in the graduate program. In order to meet this important responsibility, all graduate program and group chairs must have guaranteed access to financial information, and a reasonable amount of staff assistance with budgeting and other financial management activities. Fiscal responsibility requires that individual graduate group resources should not be commingled with those of other graduate groups or any other accounting unit.