

Project/Opportunity Name	Academic Finance Reform Initiative (AFRI) - CoC Project Align
Project Endorser(s)	Paul Alivisatos, EVCP
Decision Executive	Doug Clark, Dean of College of Chemistry
Prepared By	Alice Tsai, Project Manager
Date	June 22, 2020

Project Charter Document

The Project Charter Document documents a conversation between the Project Sponsors and the Project Team, including the **vision of success for the project**.

This charter provides a high-level overview of the project including the alignment of opportunity with the business objectives and the project resource requirements (people and funding).

Once approved any requests or additions are considered “out-of-scope”. When a scope change is required, a change request that includes an impact analysis of project cost, resources, schedule, and risk must be submitted to the Project Sponsor for approval.

Opportunity Statement

In response to the projected effects of Campus' Finance Reform on the College of Chemistry, we will embark on a collaborative, transparent, and well-communicated process that will suggest and implement strategies and measures to improve efficiency, reduce costs, and create opportunities for innovative alternatives to our current operating modes, while maintaining the CoC's preeminent position in research and education.

Project Frame

In-frame

- **Develop up to five ideas for innovative alternatives** to increase operational effectiveness and expand resource opportunities.

- **Achieve adequate expense reduction and/or revenue generation in our current operating budgets**, while maintaining the delivery and quality of essential programs.
- **Benchmark academic peers** to understand and compare success and process metrics.
- **Examine our organizational culture** for ways to enhance operational efficiency.
- **Reform operational and financial management** to successfully adapt to the Finance Reform model.

On-Frame

- **Cost-effective research support facilities** that enable world-class research, attract the best faculty and students, and sustain growth of the College.
- **Philanthropic and revenue generation strategies** to cultivate sustainable relationships with existing and new partners.
- **Subsidies** paid by the CoC that stress our budget and prohibit growth opportunities.
- **Recharges from external campus units** to enable market-driven alternatives to current service models.

Out-of-Frame

- Jeopardize CoC's preeminent standing
- Generate conflicts with the institutional mission
- Delay the construction of new research facilities
- Dissolution of the College

Decision Architecture

List the key stakeholders who can significantly influence or impact the opportunity, along with their roles in the project.

Project/Decision Endorser(s)	Paul Alivisatos, Executive Vice Chancellor and Provost
Project/Decision Executive(s)	Douglas Clark, Dean, College of Chemistry
Project/Decisions Reviewer(s)	<ul style="list-style-type: none"> ● Anja Paardekooper, Senior Associate Dean for Finance and Administration, School of Medicine, UCLA ● Carolyn Bertozzi, Director, ChEM-H Institute, Stanford University ● David Ackerly, Dean, College of Natural Resources, UC Berkeley ● Larisa Kure, Executive Assistant Dean for Administration and Finance, School of Medicine, UC Davis

	<ul style="list-style-type: none"> ● Pablo Debenedetti, Dean for Research, Princeton University ● Paul Gray, Professor Emeritus, Executive Vice Chancellor and Provost Emeritus, UC Berkeley ● Paula Hammond, Head of the Department of Chemical Engineering, Massachusetts Institute of Technology ● Matt Tirrell, Dean of the Institute for Molecular Engineering, University of Chicago ● Terry Rosen, CEO of Arcus Biosciences
Project Manager(s)	Alice Tsai, Project Manager, Project Align
Other Stakeholders/Workstream leads (Pending)	<p>Building Infrastructure and Facilities Project Team</p> <ul style="list-style-type: none"> ● Matt Francis, Chair, Department of Chemistry (Chair) ● Dean Toste, Professor, College of Chemistry ● John Hartwig, Professor, College of Chemistry ● Mike Kumpf, Senior Assistant Dean, Facilities Operations & Research Safety, College of Chemistry ● Scott Shackleton, Assistant Dean, Capital Projects & Facilities, College of Engineering <p>General Operations and Administration Project Team</p> <ul style="list-style-type: none"> ● Suzanne Sutton, Senior Assistant Dean for Business Development and Operations, College of Chemistry (Chair) ● Heidi Wagner, Assistant Dean for Finance and Administration, College of Letters & Science ● Karen Wong, Faculty Support Administrator, Department of Chemistry ● Kim Eastman, CAO, Department of Chemical and Biomolecular Engineering ● Ron Cohen, Vice Chair, Berkeley Division of the Academic Senate <p>Instruction Project Team</p> <ul style="list-style-type: none"> ● Jeff Reimer, Chair, Department of Chemical and Biomolecular Engineering (Chair) ● George Tyson, Lecturer, Department of Chemical and Biomolecular Engineering ● John Arnold, Associate Dean for Undergraduate Affairs ● Michelle Douskey, Lecturer, Department of Chemistry ● Susan Muller, Director of Undergraduate Education, Department of Chemical and Biomolecular Engineering <p>Philanthropy and Revenue Generation Project Team</p>

	<ul style="list-style-type: none"> ● Lo de Janvry, Senior Assistant Dean of College Relations and Development, College of Chemistry (Chair) ● Dat Le, Executive Assistant Dean, Administration, College of Engineering ● Kathryn Baldwin, Assistant Dean of Development and Public Information, Rausser College of Natural Resources ● Keith Alexander, Executive Director of the Product Development Program (PDP), Department of Chemical and Biomolecular Engineering ● Leslie Silvers, CAO, Department of Chemistry <p>Research/Analytical Facilities and Shop Services Project Team</p> <ul style="list-style-type: none"> ● Richmond Sarpong, Executive Associate Dean, College of Chemistry (Chair) ● Gary Bayne, Construction Health & Safety Specialist, Environment, Health & Safety ● Hasan Celik, Director, The NMR Facility, College of Chemistry ● Steve Leone, Professor, College of Chemistry ● Susan Marqusee, Professor, Department of Molecular and Cell Biology
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Risks and Assumptions

Identify the high-level project risks and the strategies to prevent them from becoming issues.

Risk/Assumption	Mitigation Strategy
Unable to think creatively enough and generate fresh (“out of the box”) ideas	Seek external colleagues for assistance to provide insights and advice
Lack of buy-in from college constituents about the process	Clear, frequent, and transparent communication to all faculty and staff
Financial position of the College destabilizes as a result of external factors	Develop protective measures that can withstand external pressures such as an endowment for the College
Funding from the campus further erodes	Develop greater financial independence from the University but also negotiate for commensurate autonomy

Decision Criteria

<ul style="list-style-type: none"> ● Perception of the College of Chemistry's reputation ● Instructional metrics: enrollment, majors, degrees, faculty teaching loads ● Fundraising potential ● Ability to generate additional enrollment of learners (e.g., adding new programs, expanding course/program enrollments) ● Administrative overhead (e.g., indirect costs of supporting programs, new initiatives) ● Instructional overhead (e.g., lecturer/GSI costs, facility maintenance, academic staff support costs) ● Space utilization/need ● Peer benchmarking ● Structured interviews with stakeholders (e.g., faculty, students, alumni, peers, industry/profession)
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Milestones

List all known milestones and estimated due dates for each. The last milestone should indicate completion of the project.

Milestone	Due Date
Decision Executive and Endorser to approve Framework, Opportunity Statement, and proposed Project Teams	July 2020
Invite Project Teams and Decision Review Board (DRB) members to serve and communicate the kick-off of Project Align	July 2020
Project Teams begin to meet regularly with the help of Project Manager	October 2020 - April 2021
Peer benchmarking and informational interviews	October 2020 - January 2021
Proposal working period (draft, review and revise), including two proposal review meetings with the DRB	December 2020 - April 2021

Proposal presented to EVCP for review and approval	April 2021
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Communication Strategy

<p>Internal Communication Project Manager meets bi-weekly with the Decision Executive and CAO. Decision Executive meets monthly with the College of Chemistry Council, including Project Consultant.</p> <p>Meetings with the AFRI team Biweekly check-ins to provide updates and requests for assistance, as needed.</p> <p>Status Updates and Meetings with the Endorser Endorser is provided updates as a member of the Decision Review Board and more often, as needed.</p>

Reference

Project Timeline

Approval

Project/Decision Executive	Signature	Date