

College of Liberal Arts
RCM Implementation and Oversight
Structures and Procedures

The overall responsibility for RCM, like the current budgeting system, will continue to reside in the Dean's Office. The College of Liberal Arts is the RCM budgetary unit, not the individual departments, institutes, and centers. Nevertheless, a large number of faculty will be involved in implementing and monitoring RCM through the Policies Committee, a RCM Advisory Committee, a Research Advisory Committee, and the meetings of Department Chairs, Program Coordinators, and Institute Directors.

- 👉 Proposals for new or changed programs are currently referred to the College Policies Committee, which consists of representatives elected by the 4 Divisions. The Policies Committee advises the Dean prior to her approval and prior to referring a proposal to a meeting of the College faculty. Henceforth, any unit submitting such proposals will be asked to incorporate the philosophy of RCM in the proposal and include an assessment of the proposal's budgetary impact. For example, the Committee will consider whether new programs will generate not just new but sustainable revenue and whether new programs enhance the academic mission of the College and University in terms of RCM.
- 👉 The College will establish a new, 11-member RCM Advisory Committee to provide oversight and advise the Dean. Six of the 11 members will be faculty. At least for the first year, this will be an ad-hoc committee. Once the College has some experience of RCM, the College faculty will be asked to amend the College by-laws to make the RCM Advisory Committee a standing committee of the College. Its membership and charge will be reviewed at that date.
- 👉 Chaired by the Dean, the ad-hoc RCM Advisory Committee will include:
 - 👉 the Associate Dean and the Senior Faculty Fellow responsible for budgeting
 - 👉 2 senior chairs representing the College Divisions
 - 👉 College Business Service Center manager
 - 👉 1 Center or Institute director
 - 👉 4 faculty members elected at large from the College
- 👉 The RCM Advisory Committee will report regularly to meetings of College chairs on RCM
- 👉 The RCM Advisory Committee will assist chairs and directors in reporting to faculty in their units
- 👉 In order to evaluate the success of RCM, the Committee will request that each department or program chair or director discuss the impact of RCM in the program

annual report. Members of the Committee, as well as chairs and directors, will be considering such matters as budget flexibility, incentives for better management and revenue enhancements, impact on program quality (in terms of staffing, support, student performance, and faculty performance). [Note: this does not mean that the RCM model will be downloaded to the departmental level. The responsible RCM unit remains the College.]

- 👉 In addition to the above, the Committee will undertake a review in both the third and fifth year of RCM in order to provide the University RCM Steering Committee with information to assist the latter Committee in its oversight function.
- 👉 A Research Advisory Committee will be established consisting of the directors of all those institutes and centers with significant support from external funds (currently 4 faculty members) plus 2 PI's with on-going external funding. Chaired by the Dean, this committee will monitor the aggregate impact of RCM on the activities of these units. It will issue an annual report to the College faculty on external funding and its uses. At least for the first year, this will be an ad-hoc committee.
- 👉 The regular meetings of the Dean with Department Chairs, Program Coordinators, and Institute Directors will also consider RCM.
- 👉 Each year the Dean will make a written report to the College faculty and will make RCM an agenda item for at least one meeting of the College faculty