

May 4, 2009

Chancellor Blumenthal  
Chancellor's Office

**Re: School of Management**

Dear George:

I write to convey the conclusions the Committee on Planning and Budget (CPB) has reached on the longstanding question of whether the campus should pursue a School of Management (SOM). As you know, our consultations on SOM have been extensive, going back to the initial phase of pre-planning under Vice Provost for Silicon Valley Carl Walsh, and most recently, in 2008-09, encompassing a year-long Senate review of all professional school pre-proposals on campus. We have consulted several times this year with you and with your Special Assistant Nirvikar Singh, most recently at our meeting of April 7, 2009.

We have concluded that the process has reached an impasse. Special Assistant Singh has worked very hard to respond to the questions and concerns of CPB, but his answers have been consistently unsatisfactory, as we have explained in our correspondence. We have never been satisfied by either the intellectual conception or financial planning for SOM. Further consultation of this informal kind is unlikely to be productive. (For a definitive outcome, a full campus review of a formal proposal would be the next step to take.)

While this process has unfolded, CPB has become concerned about the increasing resources devoted to SOM planning with apparently diminishing or incommensurate returns. How long will the campus continue to add positions and devote resources to SOM without showing any measurable progress? This is especially a concern with the fund-raising efforts that have been underway for a long time without any concrete results. CPB believes that campus resources earmarked for Silicon Valley would be far better utilized to enhance development under the aegis of University Relations than in developing SOM.

We end with a comment on the potentiality of SVC: CPB supports the direction you have indicated you would like to take in developing the SVC under the new joint leadership of Vice Provosts Chemers and Delaney. We look forward to the work of the Task Force you have assembled. We strongly advise that this broad planning effort will be best supported by curtailing, reconceptualizing or simply ending the parallel effort to plan for a SOM.

Sincerely,



Susan Gillman, Chair  
Committee on Planning and Budget

Cc: EVC Kliger  
VPAA Galloway