



INSTITUTE/CENTER BUSINESS PLAN

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INSTITUTE/CENTER BUSINESS PLAN

PROPOSAL TEMPLATE

**Proposal for the Establishment of
CENTER/INSTITUTE X**

at the University of Michigan, School of / College of _____

University of Michigan

Prepared by

XXXX
Department of XXXX

Dean's Office Staff Assistance:
xxxxxxx



INSTITUTE/CENTER BUSINESS PLAN

PART A – EXECUTIVE SUMMARY & PROPOSAL

Part I – Executive Summary

The Executive Summary should provide a concise and cohesive overview of the proposal, enabling readers to fully understand its purpose and implications without needing to review the entire document. This section should be no longer than two pages and include the following key components:

1. Overview of the Proposal
2. Rationale and Impact
3. Resource Utilization and Sustainability
4. Value and Support
5. Addressing Risks and Barriers

- 1. Overview of the Proposal**
 - a. Clearly describe what is being proposed
 - b. Specify the action being requested and identify the responsible parties
- 2. Rationale and Impact**
 - a. Explain the program’s purpose and its anticipated impact on the University of Michigan community
- 3. Resource Utilization and Sustainability**
 - a. Detail how requested resources will be allocated to support the program’s independence and long-term sustainability
- 4. Value and Support**
 - a. Present compelling reasons for supporting the proposal, highlighting the value it will create
- 5. Addressing Risks and Barriers**
 - a. If applicable, briefly identify any risks or barriers and outline strategies to mitigate them



INSTITUTE/CENTER BUSINESS PLAN

Part B - STRATEGIC FRAMEWORK & IMPLEMENTATION

1.0 STRATEGIC VISION

Strategic Vision

This section should provide a comprehensive understanding of the Center/Institute’s long-term aspirations and its role within the broader research and clinical enterprise at Michigan. Clearly describe how it aligns with the University’s mission, including its three core components—education, research, and service/patient care, as applicable.

A well-conceived Center/Institute Proposal should:

- Rationally integrate existing programs.
- Engage faculty from diverse disciplines whose research aligns with or complements the Center/Institute’s mission and goals.

Long-Term Vision

Conclude this section by clearly articulating the Center/Institute’s long-term vision. Emphasize how this vision aligns with U-M’s strategic priorities and outlines the broader impact the center/institute seeks to achieve.

Subsections to include:

1. Mission
2. Goals
3. Integration

1.1 Mission

- Present a concise and compelling mission statement that defines the purpose, priorities, and aspirations of the Institute/Center

1.2 Goals

- List specific objectives using the SMART framework (Specific, Measurable, Achievable, Relevant and Time-bound)

1.3 Integration

- Detail how the Institute/Center’s initiatives and programs will integrate with existing university resources, academic units, and strategic priorities



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Part B - STRATEGIC FRAMEWORK & IMPLEMENTATION

2.0 INITIATIVES/CENTER / PROGRAM

Center/Institute Initiatives and Programs

Begin this section with a concise overview of the major initiatives and programs (e.g., research, education, core services) that will define the Center's identity and distinguish its contributions. Ensure that programs are interconnected and contribute to the Center's broader goals, avoiding a collection of siloed initiatives.

Guidelines for Subsections

Use subsections to provide detailed descriptions of each program, ensuring the following elements are addressed:

- Program Summary
- Objectives
- Coordination and Importance
- Implementation Timeline
- Resource Dependencies

2.1 Institute/Center/Program

- **Program Summary:** Provide a brief and precise description of the program's purpose and focus
- **Objectives:** Clearly outline the program's short-term and long-term goals
- **Coordination and Importance:** Describe how the program integrates with and supports the Institute/Center's overall mission, ensuring alignment and collaboration rather than operating as an isolated initiative
- **Implementation Timeline:** Present the key phases, expected milestones, and timing for implementation. **Reference Appendix 1.1** for additional details, if applicable
- **Resource Dependencies:** Identify any critical resources required to ensure the program's success, including funding, personnel, or facilities

Example Subsection

- **Program Summary:** [Insert concise description]
- **Objectives:**
 - Short-term: [Insert specific goals]
 - Long-term: [Insert specific goals]
- **Coordination and Importance:** [Explain how the program aligns with and strengthens the Institute/Center's mission]
- **Implementation Timeline:** [Provide timing details and reference Appendix 1.1.]
- **Resource Dependencies:** [List critical resources needed]



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Part B - STRATEGIC FRAMEWORK & IMPLEMENTATION

3.0 ACADEMIC PEER ASSESSMENT

Academic Peer Assessment

In this section, provide an overview of how the Institute/Center fits within the broader landscape of its primary field. Offer a concise evaluation of similar programs at other institutions, including their level of success and the precedents they establish. Highlight the unique features and competitive advantages that will distinguish the University of Michigan and its Center from peers.

Describe the process for academic peer assessment, including criteria for evaluation and frequency of reviews.

- **Evaluation Criteria**
- **Review Frequency**
- **Process Description**

Process for Academic Peer Assessment

- **Evaluation Criteria:** Define the specific criteria that will be used to assess the Institute/Center's performance and impact. These may include research output, educational contributions, service initiatives, or other relevant metrics
- **Review Frequency:** Outline how often academic peer assessments will be conducted (e.g., annually, biannually)
- **Process Description**
 - Describe the methodology for the assessment, such as external reviews, benchmarking, or surveys
 - Specify who will conduct the assessments (e.g., an external advisory board, faculty committee)
 - Detail how feedback will be collected, analyzed, and applied to improve the Institute/Center's programs and initiatives



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Part B - STRATEGIC FRAMEWORK & IMPLEMENTATION

4.0 ADMINISTRATION, GOVERNANCE & KEY FACULTY

Administration, Governance & Key Faculty

The University recognizes the success of a Center/Institute depends on a strong, cohesive, and committed leadership team with the following attributes:

- Complementary strengths and expertise
- A shared vision and the ability to collaborate effectively as a team
- Professional experience and staying power to sustain long-term goals
- Strong relationships with the reporting authority

Refer to the **Bylaws Template** for additional guidance.

Overview

Center/Institute proposals should clearly define the roles of key managers, scientific/operational advisors, and governance structures. Include a preliminary **organizational chart** to illustrate the distribution of authority and responsibilities.

- Administration
- Governance
- Key Faculty

4.1 Administration

- Detail the Institute/Center's administrative structure
- Define key roles and responsibilities, including leadership positions and operational support
- Highlight how administrative processes will ensure efficient operation and decision-making

4.2 Governance

- Provide an outline of the governance framework, including the composition and functions of committees or advisory boards.
- Describe the decision-making processes and mechanisms for accountability within the Institute/Center

4.3 Key Faculty

- **Faculty Association:** Explain how faculty will be associated with the Institute/Center (e.g., appointments, affiliations, participation in projects)
- **Participation Rules:** Specify the general rules or expectations for faculty involvement, such as eligibility criteria or time commitments
- **Interdisciplinary Contributions:** Detail how the Institute/Center will recognize and credit contributions to interdisciplinary programs, ensuring equitable acknowledgment of effort
- **Key Faculty Profiles:** Highlight the expertise and roles of key faculty members, emphasizing how their skills align with the Institute/Center's mission and goals.



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Part B - STRATEGIC FRAMEWORK & IMPLEMENTATION

5.0 MILESTONES & TIMELINE

Milestones & Timeline

This section should provide an overview of the planned rollout of programs and initiatives, emphasizing the timing of major milestones critical to the Center's development. It should align closely with the **Required Resources** and **Financial Planning** sections to ensure a cohesive proposal.

Key Components: Highlight the following milestones

- **Initial Governance & Administration Kick-Off:** Establishing the leadership team, governance structures, and administrative processes
- **New Initiative / Program Launches:** Timelines for starting key research, education, or service programs
- **Major Faculty Hires:** Identification and onboarding of key personnel essential to the Center's mission
- **Significant Space Requirements:** Addressing facility needs and their timing in the Center's growth

5.1 Milestones

Provide a detailed list of significant milestones, including

- Short-term goals (e.g., initial hires, program design)
- Medium-term goals (e.g., pilot programs, securing resources)
- Long-term goals (e.g., achieving self-sustainability, full-scale operations)

5.2 Timeline

Present a high-level timeline that illustrates key activities and milestones

- Use a clear, visual format (e.g., Gantt chart or table) to depict phases and their duration
- Include interdependencies between milestones where applicable



INSTITUTE/CENTER BUSINESS PLAN

Part B - STRATEGIC FRAMEWORK & IMPLEMENTATION

6.0 RESOURCES REQUIRED

Resources Required

This section outlines the key resources needed to transition the Center from its launch phase to full operational capacity. Identify specific requirements for space, staffing, and equipment, as well as commitments or agreements with departments and other stakeholders.

- **Administrative Management:** Include arrangements for finance, human resources, and grant administration support.
- **Space Management:** Specify space allocation agreements or commitments.
- **Recruitment Costs:** Outline cost-sharing arrangements for recruiting faculty and staff.
- **Joint Agreements:** Detail any collaborations or joint agreements with departments or other stakeholders

This section should align closely with the **Timeline and Financial Planning sections** to ensure consistency

6.1 Departmental Support

- Describe the types of support required from university departments, such as financial oversight, administrative assistance, or technical support
- Highlight existing commitments or agreements with relevant units

6.2 Space Requirements

- Specify the physical space needed for the Institute/Center, including locations, facilities, and any planned expansions
- Address whether the space requirements align with university priorities and policies

6.3 Faculty & Staff

- Provide a detailed list of faculty and staff positions required to support the Institute/Center
- Include a description of roles and responsibilities for each position

6.4 Equipment & Other Resources

- Identify any specialized equipment, technology, or other resources critical for the Institute/Center's operations
- Address resource-sharing opportunities or potential collaborations for equipment use



INSTITUTE/CENTER BUSINESS PLAN

Part B - STRATEGIC FRAMEWORK & IMPLEMENTATION

7.0 FINANCIAL PLANNING

Financial Planning

This section outlines the short- and long-term strategies for securing funding to ensure the Center achieves financial independence and sustainability. It should provide a comprehensive view of the Institute/Center's financial needs, projected costs, and revenue sources, with alignment to the **Timeline and Required Resources** sections.

Key Components

- **3–5-Year Financial Forecast:** Include detailed projections of direct costs (e.g., staffing, equipment, facilities) and revenues (e.g., grants, departmental support, program income).
- **Departmental Commitments:** Clarify funding commitments from departments and the funds flow relationships.
- **Sources and Uses of Funds:** Identify how funds will be acquired (e.g., grants, donations) and allocated to support the Center's operations and growth.

7.1 Financial Overview

- Summarize the financial outlook, highlighting key funding sources and their anticipated contributions to the Institute/Center
- Briefly explain the Institute/Center's financial strategy and its alignment with sustainability goals

7.2 Financial Projections

- Provide a detailed breakdown of projected revenues and expenses over the next 3–5 years
- Include annual estimates for major cost categories (e.g., personnel, facilities, programs) and revenue streams
- Highlight any anticipated changes or key milestones that could impact the financial outlook



INSTITUTE/CENTER BUSINESS PLAN

Part B - STRATEGIC FRAMEWORK & IMPLEMENTATION

8.0 METRICS OF SUSTAINABILITY & SUCCESS

Metrics of Sustainability & Success

To ensure long-term viability, Centers must aim for independent sustainability while demonstrating measurable progress and success. This section should outline clear performance metrics to assess the Institute/Center's achievements and include provisions for eventual sunseting, as needed.

Key Considerations

- Centers should define benchmarks for sustainability, aligned with the goals and financial strategy
- Performance measurements must be specific, actionable, and tied to the Center's mission and objectives
- Include conditions for sunseting the Center as part of its business plan to address scenarios where goals are no longer viable or relevant
*(Refer to the **Best Practices Guide** for examples of metrics.)*

8.1 Metrics for Sustainability

- *Define specific indicators that evaluate the Institute/Center's ability to maintain financial independence, such as:*
 - Revenue generation (e.g., grants, program income, philanthropic support)
 - Efficient resource utilization (e.g., cost per program output)
 - Partnerships and stakeholder engagement

8.2 Metrics for Success

- *Identify measures that demonstrate progress toward the Center's mission, such as:*
 - Research productivity (e.g., publications, citations, patents)
 - Educational outcomes (e.g., students trained, curricula developed)
 - Service impact (e.g., community engagement, patient outcomes)
 - Cross-disciplinary collaboration and innovation

8.3 Sunseting Conditions

- Outline criteria and processes for sunseting the Institute/Center, ensuring transparency and alignment with university priorities
- Address how the decision to close or transition programs will be communicated and managed



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PART C - APPENDICES

APPENDIX 1.0: X

1.1 X

APPENDIX 2.0: X

2.1 X

2.2 X