**What a Provost Expects from a Planning Program/Department**

<table>
<thead>
<tr>
<th>Performs with distinction</th>
<th>Partners closely with dean</th>
<th>Is earning its autonomy</th>
<th>Is a sought-after teammate</th>
<th>Values complementarity</th>
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</table>
| • According to the standards and mission of the university | • Consider the “shoes” of a provost  
  - Focuses on overall academic quality + financial viability  
  - Rarely a planning specialist  
  - Working with many units  
  - Very much a portfolio thinker  
  - A policy and procedures maker  
  - **Has appointed deans to lead** | • By adhering to standards, policies and procedures  
• By making good decisions in hiring, tenuring and promotion (many impressions set in P&T)  
• By making **hard decisions** when it should | • It has a good instinct with respect to when to join multi-unit teams  
• It has the **legitimate capacity** to be a player  
  - Faculty who have the skills and talent to engage colleagues in other disciplines | • It is attentive to the value of disciplinary complementarities both at the college and university levels  
• If it is on a STEM heavy campus, it engages with STEM players  
• If it is on a liberal arts campus, it engages with humanists  
• If it sits alongside design, it engages design |
| • Understands that excellence must be **externally validated**, not unlike tenure and promotion process for individuals  
  • Comparators are not other units on the campus  
  • Comparators are other planning programs at peer or better universities | • A functioning, collaborative relationship with the dean is essential | • By making decisions **the right way** with respect to shared governance | • It is attentive to **building capacity** to engage other disciplines, pedagogies, epistemologies |