Operational Excellence
Program Office

PROGRESS REPORT

Toward a Sustainable Future

Berkeley
UNIVERSITY OF CALIFORNIA

APRIL 2015

Contents

A Message from John Wilton 3

About the Operational Excellence Program Office 4

New Revenue Initiative 5

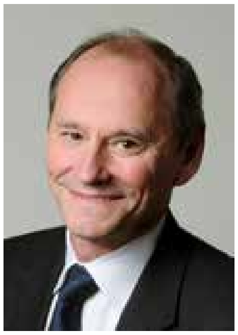
Operational Excellence Program 10

Financial Profile 12

Spotlight on Campus Shared Services 13

Operational Excellence Program Highlights 20

A Message from John Wilton



Dear Campus Community,

Public higher education is facing financial challenges as it experiences a fundamental shift in its underlying financial dynamics, and UC Berkeley is not immune to these forces. State funding has been cut by more than 50 percent over the past decade, and now accounts for only 13 percent of our total operating budget. Last year's increase in state budget funding resulted in a 0.6 percent increase in Berkeley's total revenue. While comparative data show that Berkeley has been successful in containing expenses, revenue growth hasn't kept pace relative to our needs or our peers. This primarily reflects Berkeley's unique financial dynamics. Our university is more dependent upon tuition and research funding than the other large UC campuses, partly because we don't have a medical center. Despite this, Berkeley has continued to thrive and by any measure remains on the leading edge of higher education.

The disinvestment of the state, combined with other decisions made at the UC system level, has had a significant impact on Berkeley. All of this adds up to a straightforward conclusion: to retain our values of access and excellence, we must continue to aggressively pursue efficiencies to contain costs in addition to finding new ways to increase revenue.

Recent developments in the state budget picture have highlighted the continued importance of the Operational Excellence Program Office's work. The success of OE projects to advance efficiency and revenue growth means that we can direct more resources toward our core mission of research and teaching.

New Revenue Initiative

Through the New Revenue Initiative, the OE Program Office is assisting campus units with exploring and expediting ideas to develop new sources of revenue. In 2014, the campus generated more than 500 ideas for creating new revenue from more than 50 departments through both in-person and online events. The OE Program Office team worked with units ranging from the Nuclear Engineering Department and Intercollegiate Athletics, to University Health Services and the Library to support their efforts to find new revenue streams. To date, four projects have been approved for loans totaling $2.2 million, with projected annual net revenue of $6.5 million within five years. I expect many more proposals to come forward for consideration in 2015.

Operational Excellence Program Portfolio

In 2014, the OE portfolio achieved $40 million in savings, bringing our cumulative OE savings to a total of $112 million and nearly doubling our investment of $62 million. One highlight of our efforts to improve administrative efficiency was the successful completion of the CalTime project. CalTime eliminated more than 60 manual, mostly paper-based processes used across campus and standardized pay rules and pay cycles, enabling 15,000 employees to use one standard online timekeeping system.

Campus Shared Services (CSS) reached a notable milestone in early 2015, bringing key administrative services for nearly all campus units into one organization. Now that the transition period is drawing to a close, under the strong leadership of Acting Chief Operating Officer Peggy Huston, CSS is now in the position to focus ever more sharply on improving outdated business systems and complex processes that varied significantly across units, moving toward common systems, simplified processes and best practices. In addition, CSS will continue to strengthen partnerships with others on campus to improve service quality and gain efficiencies as one integrated service organization.

Looking ahead to the coming year, I am encouraged by the campus' innovative thinking about new sources of revenue, as well as new ways to streamline and simplify our operations to contain expenses. I thank the campus community for working with us in the spirit of continuous improvement as we reimagine ways to support our world-class research and teaching. Through creative solutions and collaboration, I am confident that we can put Berkeley on a more financially sustainable path. This is a critical moment for higher education, and as the premiere public institution, we have a unique opportunity to lead the way.

Sincerely,

John Wilton
Vice Chancellor, Administration & Finance

About the Operational Excellence Program Office

The Operational Excellence (OE) Program Office advances UC Berkeley's financial sustainability by:

- Fostering more effective, efficient administrative operations; and
- Supporting the campus in realizing opportunities for new revenue.

Through these efforts, the OE Program Office is contributing to Berkeley's mission of teaching, research and public service.

What We Do

The OE Program Office collaborates with campus partners to help them explore, expedite, and implement ideas that create new revenue, reduce costs, or improve operations. Offering expertise, tools, and access to financing, we employ a consultative approach to enable campus units to produce successful outcomes and deliver results.

We currently have two major work streams:

- **The New Revenue Initiative**, an effort to partner with colleges, schools, departments and administrative units across campus to explore, expedite and implement ideas to build new revenue.
- **The Operational Excellence Program**, a multi-year, multi-project initiative to reduce administrative costs and build more effective, efficient administrative operations.

In addition to managing these programs, the OE Program Office serves as a campus resource for project management tools and templates, building upon our extensive campus experience.

New Revenue Initiative

Pursuing administrative efficiency is a vital strategy to maintain Berkeley's academic excellence. Through the Operational Excellence Program, Berkeley has shown that it is adept at implementing efficiency efforts that can redirect resources from administration to teaching and research. But for the University to continue to grow and thrive, it also needs to develop new sources of revenue.

Developing new revenue streams requires new ways of thinking about resources. Berkeley has several strategic efforts underway to attract financial resources through intellectual property licensing, business partnerships, philanthropy, legislative relations, online education, and real estate. In addition to these efforts, the OE Program Office works with schools, colleges, and departments to identify opportunities to develop activities that can generate new revenue at the unit level.

Unit-level entrepreneurship promises to add new revenue streams in addition to tuition, philanthropy, state support, and contracts and grants. The OE Program Office is designing a framework that will lead to revenue-generating activities that are significant, sustainable, and aligned with Berkeley's mission.

Highlights

- **4** approved projects
- **$2.2 million** committed in projects through start-up loans to date
- **$6.5 million** projected annual net revenue within five years
- **500+ ideas** for new revenue sources from more than 50 departments

Approved Projects - New Revenue Initiative

Project Name	Project Owner	Summary	Start-up Loan Amount	Projected Annual Net Revenue After 5 years
Cal Performances Ticketing System	Cal Performances	Upgrade to e-commerce system	$496,000	$273,950
University Partnership Program	VCAF	Unified sales effort to increase revenue from sponsored assets	$375,000	$5,961,188
Haas Pavilion Courtside Club	Intercollegiate Athletics	Premium seating in Haas Pavilion with a new hospitality space	$1,000,000	$381,100*
Wurster Hall Cafe	College of Environmental Design	New community space in Wurster Hall	$330,000	$120,900
		TOTAL	$2,201,000	$6,737,138

**Annual revenue is shown for Year 7 after start-up loan is repaid.*

Our Services

The OE Program Office offers several services to support and build revenue ideas:

1. *Idea Generation*

Through a variety of engagement efforts, the OE Program Office works with units to identify new opportunities for growth. As a public university with a long history of state financing, the need for thinking about resource development at the local level is entirely new for most units, so the OE Program Office emphasizes broad-based participation in this process.

The OE Program Office set as its goal for 2014 the generation of 250 ideas from at least 25 departments and succeeded in attracting more than 500 ideas from more than 50 departments.

Among the engagement efforts in 2014 were a Revenue Generation Symposium in February, which brought together more than 150 faculty, staff, students and alumni to explore ideas for new revenue. The OE Program Office also convened small groups of campus faculty, staff, and students several times during the year for informal idea-building sessions, and developed an online crowd-sourcing platform to collectively generate and build ideas. Piloted with 200 faculty, staff, students and alumni, the online platform will be rolled out to the campus and alumni communities in 2015.

Individual consultations are available to campus schools and departments exploring ideas for building new revenue sources; contact the OE Program Office to set up a meeting.

Collaboration at the Revenue Generation Symposium, Feb. 2014.

2. *Idea Development*

The OE Program Office offers several services to support and build revenue ideas:

- **Market research and analytical support** to assess the potential value of an idea by performing survey and secondary research of industry sectors, competitors, features sets and pricing.
- **Financial analysis** including projections of revenue and expenses to assess the financial viability of ideas.
- **Soliciting advice from on- and off-campus experts** to further strengthen ideas. ***Campus Functional Experts*** represent vital business functions of campus such as Human Resources, Legal, Academic Personnel, Risk, and Environmental Health and Safety. Directors of these units are available to provide feedback on ideas to ensure that they align with University policies. ***Business Advisors*** are alumni and donor volunteers who offer expertise that is not available on campus.
- **Business proposal development assistance.**

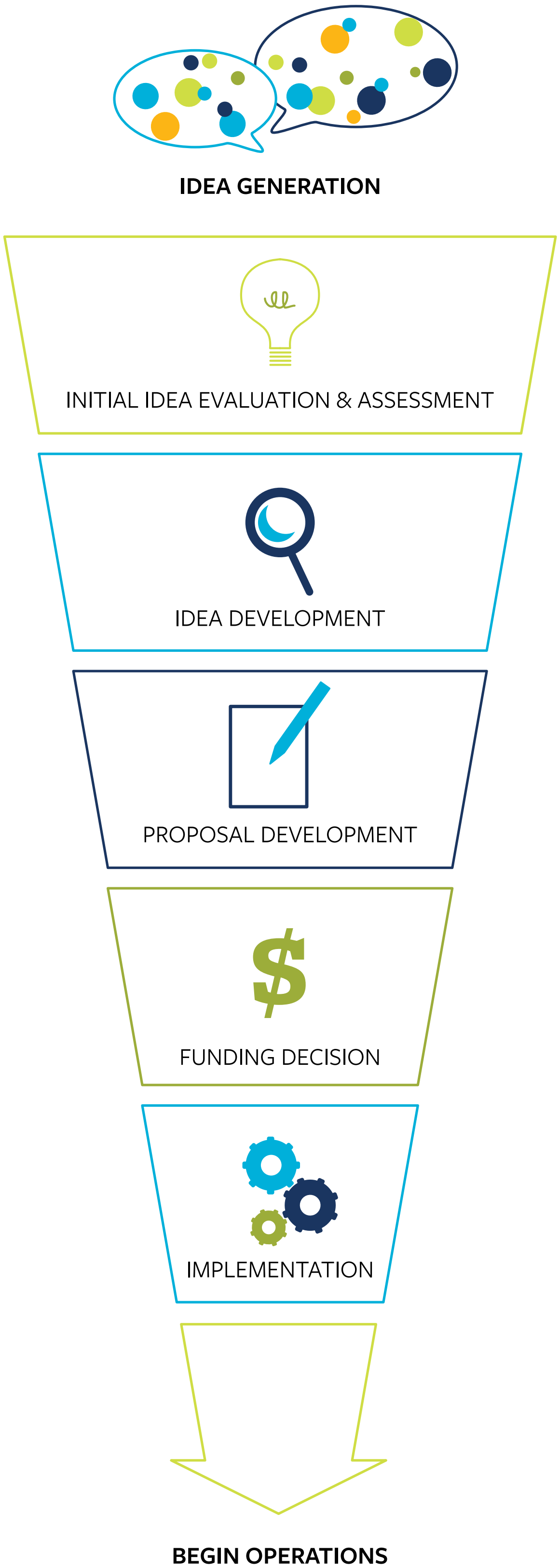
The OE Program Office often provides analytical support to flesh out revenue-generating ideas. For example, the OE Program Office was asked to study the utilization of summer housing on campus, which is highly impacted. After analyzing program requirements and constraints between conference groups, summer academic sessions, and new student orientations, the OE Program Office recommended incentivizing groups to move from highly-impacted weeks to off-peak sessions in order to accommodate all three programs and raise overall revenue.

When an idea for new revenue is submitted, the OE Program Office conducts an initial assessment, evaluating:

- What is the annual revenue potential of this idea?
- How much will the idea cost to implement?
- How long until the idea starts generating revenue?
- Does the proposed activity align with the University's mission?
- What is the likelihood of success?

Ideas with lower scores are typically referred back to the idea submitter for strengthening while ideas with higher scores receive more immediate attention and support resources.

Our Process



3. Funding and Implementation Support

Once a business proposal has been developed and approved, the OE Program Office can assist in the following areas:

- **Start-up capital** in the form of loan funds. (See sidebar)
- **Project management expertise** to help units oversee the implementation of a new idea and transition it into operations.

$30 million pool of loan funds available

The OE Program Office has access to two sources of loan funds: a $25 million line of credit provided by the UC Office of the President, and $5 million from a private donation. Loans may vary in size from a few thousand dollars to millions of dollars, and must be repaid from the revenues generated in three to five years, depending on the activity being funded.

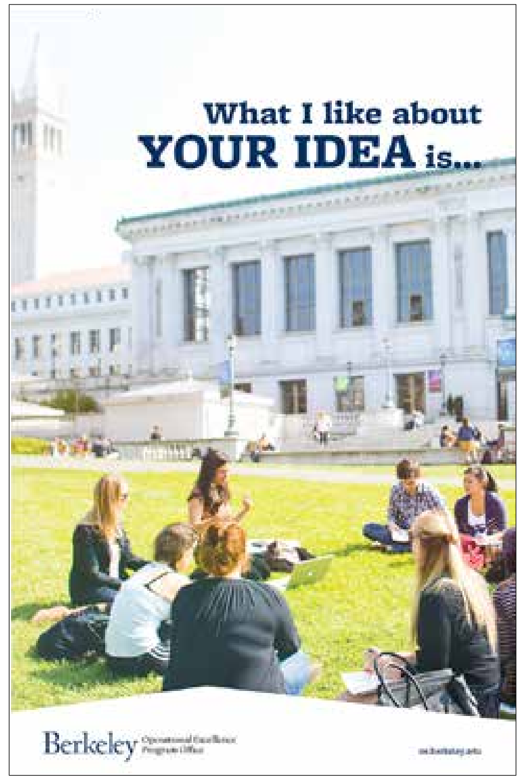
In a first-of-its-kind agreement, a longtime Berkeley supporter established the *Trustee's Operational Investment Fund* with a lead gift of $5 million in June 2014. The fund was established to provide seed funding for selected projects that will result in savings, efficiencies, or revenue that can be re-invested in the campus' core teaching and research mission.

The Fund will be leveraged to obtain other resources, including loans from the UC Office of the President. The Operational Excellence Program Office will support the selection and management of projects, which will be selected based on their potential to result in high returns.

Anatomy of a Successful Idea

In 2014, the OE Program Office received more than 500 ideas for creating new revenue at the University. Of these, four have been approved for funding and six have progressed without a financial ask. The OE Program Office has observed four characteristics of successful ideas:

- **Must anticipate significant, sustainable new revenue.** The necessary level of projected revenue depends on the size of the unit and its financial needs. To be considered "new," the revenue needs to derive from off-campus sources, not from recharge activities sold to other campus units.
- **Alignment with the University's mission of teaching, research, and public service.** This can include obvious extensions of activities, such as offering new professional masters' degrees and executive education. It can also include tangential areas such as providing services to campus visitors. Any proposed activity that brings in revenue at the expense of Berkeley's reputation would stand no chance of advancing.
- **Strong likelihood of success.** Does Berkeley have the talent and experience on campus to run the proposed activity, or can it partner with an organization that has the needed expertise?
- **Active participation of an executive sponsor** or strong likelihood of attracting the interest of an executive sponsor. All proposed activities eventually need to fit into University operations. The OE Program Office does not require sponsorship of an idea before it is submitted but it does require sponsorship before a funding decision is made.



Spark Sessions Ignite Ideas

Campus departments are invited to contact the OE Program Office team to facilitate a "Spark Session", an idea generation session designed to help department teams rapidly develop dozens of new ideas in one hour. The OE Program Office then works with department leaders to select the ideas with highest potential value for further analysis.

One Spark Session with University Health Services (UHS) generated 120 ideas during an afternoon session with students, staff, clinicians, and vendors. The UHS leadership team reviewed the ideas and selected a subset for further study. To follow up, the OE Program Office conducted interviews and research on programs at other universities and made recommendations to UHS.

Contact Bill Reichle at wreichle@berkeley.edu to set up a Spark Session for your department.

Tang Center, University Health Services

Putting Ideas into Action

Departments are successfully developing their ideas into programs that will generate new revenue:

Nuclear Engineering High Flux Neutron Generator

The Chair of the Nuclear Engineering department, Karl Van Bibber, approached the OE Program Office with an idea to offer time on a specialized radiation-producing facility developed in the department's lab. Although the High Flux Neutron Generator (HFNG) was created to advance nuclear research at Berkeley, it would potentially be of interest to private manufacturers and researchers developing electronics for satellites and other items intended for use in space. The OE Program Office provided guidance on how to set up a revenue-generating activity in the University structure. Even before the HFNG was completed, a company that builds and qualifies satellite electronics approached the Berkeley group and discussions are underway for a first test.

University Partnership Program

Sponsorship at UC Berkeley has long been fragmented; the Department of Intercollegiate Athletics, Recreational Sports, the Cal Alumni Association, as well as several other departments all have relationships with outside entities that sponsor or "name" events and assets at Berkeley. Deputy Athletics Director Solly Fulp advocated for reviewing the campus' existing sponsorship relationships and putting together a unified, campus-wide sales partnership effort that could increase overall revenue. The OE Program Office provided funding for the initial review and sales effort. At the time of publication, several high-potential categories have been identified and the initial sales effort is underway.

Cal Performances

Cal Performances offers world-class dance, theater, and musical events at Zellerbach Hall and other venues on campus. Matias Tarnopolsky, Executive Director of Cal Performances, noted that online sales of performance tickets were lower than they should be and discovered that too many visitors to the organization's website were beginning transactions but not completing them. Cal Performances approached the OE Program Office for project management assistance and funding to enhance its digital infrastructure, including a ticketing engine upgrade. Google Analytics tied to Key Performance Indicators will enable better data-driven decisions and search engine optimization will drive more people to the site. The new site is scheduled to be available for the 2015-2016 performance season.

Operational Excellence Program

Background & Context

In 2009, the University was facing unprecedented financial challenges. UC Berkeley's annual state appropriations had dropped sharply, declining 54% in real terms since 2003. The campus had to respond to a series of large and sudden state budget cuts, which triggered a hiring freeze, unpaid furloughs for staff and faculty, service cutbacks and steep tuition hikes for students. In short, budget cuts threatened our core academic and research activities.

Like many universities, Berkeley had under-invested in essential systems, administrative processes and workforce development over many years. Coupled with a highly-decentralized structure, schools and departments had developed an uncoordinated patchwork of systems that were outdated, costly, and inefficient.

In response to these challenges, in 2009, the campus launched the Operational Excellence Program, a multi-year, multi-project initiative with three key goals:

1) Reduce administrative costs by $75 million annually to direct more resources toward teaching, research and public service;

2) Create more efficient and effective operations; and

3) Establish a culture of continuous improvement.

Current Status

Six years after launching the OE effort, and four years after beginning implementation of the OE projects, Berkeley, like all public higher education institutions, continues to confront budgetary pressures. However, the savings and operational improvements of the OE projects have created a stable foundation upon which we can continue to grow, and confidence that as a campus we can take on our toughest fiscal challenges.

It has taken the efforts of the entire campus community to adapt, innovate and reimagine the way we provide administrative support for our world-class research and teaching. It has not been easy, but through the sustained efforts of managers and staff, and widespread process improvements for core administrative functions, as of early 2015, the Implementation Phase of OE is nearly complete.

In 2015 and 2016, the few remaining OE projects will transition to ongoing operations.

2014 Highlights

- **Savings**
  - **$112 million** in cumulative savings through FY 2014—nearly double what the University has spent ($62 million)
  - **$40 million** in savings in FY 2014
- **19 projects** have been completed and transitioned to ongoing operations
- **Campus Shared Services provides core administrative services to 98 percent of the campus as of April 2015.** (see p. 13)
- **For the first time, UC Berkeley has one standard, electronic timekeeping system—CalTime**—used by 15,000 non-academic staff. (see p. 21)

Ensuring Continuous Improvement

As projects complete implementation, the OE Program Office facilitates the transition to operations, including specifying the operational ownership of each aspect of the work. For example, for CalTime, the functional owner will be the Central Payroll Office, technical support and training will be provided by CSS, and ongoing development and maintenance of the tool will be led by Berkeley Information Services and Technology (IST).

A successful transition to campus operations requires attention to all of the following:

- Who will be accountable for the project/activity going forward? (Who will make the decisions, whose budget will pay for it, and what is the governance/decision-making structure?)
- Who will actually do the work for each aspect of the project?
- How will changes and upgrades be prioritized and decided upon?
- How will customer feedback be solicited and integrated? (User groups, surveys, etc.)
- How will we measure ongoing performance? (Which metrics will be tracked?)

The OE Program Office works closely with project teams and sponsors to ensure a smooth transition for each project.

New Leadership in OE Program Office, CSS

OE Program Office Director Peggy Huston took on a new role in October 2014, joining Campus Shared Services (CSS) as Acting Chief Operating Officer to help move the organization into its second phase of operations.

"Peggy has extensive experience working with campus units engaged in enterprise operations. She oversaw the CSS project from the OE perspective, and has recently focused on end-to-end business process improvement," John Wilton, Vice Chancellor, Administration & Finance, said in an email to campus. "She will continue that important work in her new role."

Following Huston's transition in October 2014, William Reichle and Halina Wojnicz were appointed as acting co-directors of the OE Program Office. Reichle is continuing in his role as the director of the New Revenue Initiative; Wojnicz had previously served as a project manager for several OE Program Office projects and will direct the project management efforts. Vice Provost Andrew Szeri remains Faculty Head of the OE Program Office.

Huston Recognized as "Leader of Change"

In June 2014, Peggy Huston was recognized by the Network for Change and Continuous Innovation (NCCI) as a "Leader of Change in Higher Education." NCCI is a non-profit association dedicated to improving higher education nationally and internationally through providing a collaborative professional network for change leadership.

"Through Peggy's leadership, we have profoundly improved our change processes and our programmatic approach and methodology to portfolio management," wrote Lyle Nevels, Assistant Vice Chancellor - IT and Deputy CIO, in a letter supporting her nomination. "Peggy's perseverance has helped shape and prepare the campus for continued long term success as we reimagine our processes, tools, technology and change management practices."

Financial Profile

The Operational Excellence Program Office tracks the expenses and savings associated with OE projects and regularly reports this information on its website: oe.berkeley.edu/financials

In 2014, the OE portfolio achieved $40 million in actual annual savings, and cumulative $112 million in savings to date. The majority of OE savings are retained in the schools and departments (units), rather than being recaptured by central campus. In some cases, project savings are accruing more slowly than originally forecast in 2010-11. Savings are affected by factors such as changes in project timelines and scope, and underlying assumptions that changed over time. The OE Program Office is continuing to work with projects' functional owners, and the larger campus community, to look for ways to achieve savings targets and identify additional opportunities to reduce costs.

It is important to remember that the OE portfolio includes new foundational systems and tools, that will support leaders of campus units in identifying, capturing, and reallocating the savings that they have the ability to produce—year after year. For example, Cal Planning, the financial analysis tool, allows unit leaders to see a comprehensive view of their financial status, leading to better opportunities to redirect resources toward critical priorities.

Project	Approved Budget	Expenses as of 12/31/14	Projected Annual Savings (Long-Term)	Actual Annual Savings in FY 2014	Cumulative Actual Savings through Dec. 2014
Advising Council	559,000	514,000	-	-	-
Application Support Center	588,000	588,000	-	-	-
BearBuy	4,354,000	3,917,000	33,000,000	11,000,000	34,888,300
Cal Answers Procure-to-Pay	2,749,000	2,748,000	1,049,000	914,000	1,702,500
Cal Answers Student Curriculum	931,000	858,000	732,000	436,000	436,000
Cal Answers Student Financials	710,000	709,000	230,000	134,000	170,800
Cal Student Central	1,150,000	1,066,000	-	-	-
CalPlanning	7,157,000	7,157,000	-	-	-
CalTime	12,644,000	12,215,000	2,627,000	-	-
Campus Shared Services (CSS)	20,720,000	18,545,000	6,900,000	-	--
Car Sharing*	-	-	112,000	-	-
Consolidated Financial View	200,000	132,000	-	-	-
EDW Governance	557,000	563,000	-	-	-
Energy Program	6,307,000	3,618,000	2,411,000	2,382,000	4,368,000
IT Governance (assessment phase)	3,959,000	193,000			
IT Productivity Suite	5,848,000	4,782,000	3,703,000	4,245,000	8,367,700
Operating Principles	696,000	694,000	-	-	-
Strategic Mgmt. and Metrics	405,000	399,000	-	-	-
Student Technology (assessment phase)	648,000	624,000	-	-	-
Target Talent Development	595,000	178,000	-	-	-
Tools for Reducing Cost of Meal Plans *	-	- -	800,000	360,000	1,160,000
Transformation Support Services	814,000	524,000	-	-	-
Unit Restructuring	3,371,000	2,233,000	20,500,000	20,500,000	61,500,000
Total	**$74,962,000**	**$62,257,000**	**$72,064,000**	**$39,971,000**	**$112,593,900**

Completed Projects ** Project continued by functional owner*

Spotlight on Campus Shared Services

Overview

Campus Shared Services (CSS) provides core administrative services and support to 98% of the Berkeley campus, as of April 2015.

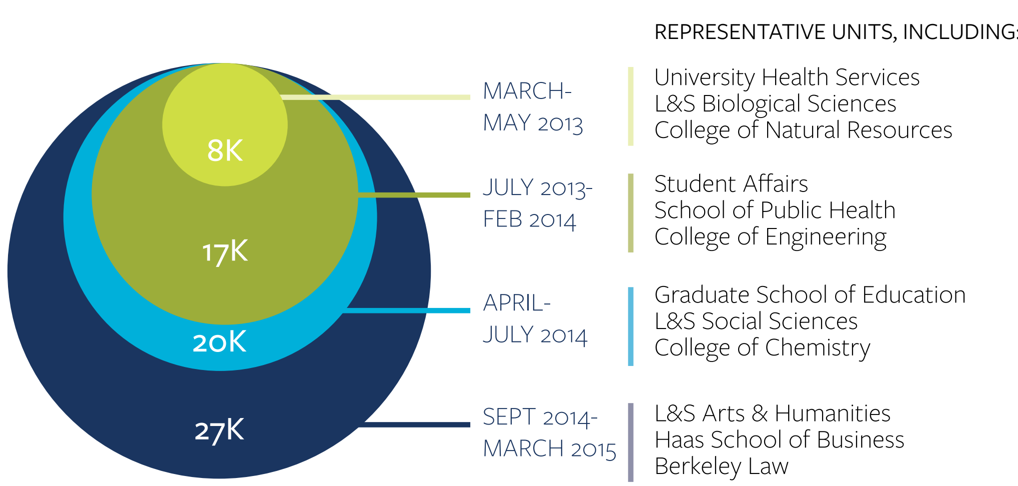
CSS, which first opened its doors in January 2013, provides the campus with administrative services in the areas of human resources and academic personnel support; IT; research administration; and business and financial services. The final group of departments transitioned to CSS in March 2015, thus concluding the project's implementation phase. As CSS enters its second phase, it will sharpen its focus on improving service to campus in response to campus feedback.

The complexities associated with bringing more than 100 different departments together into CSS have presented CSS and the campus community with several challenges. Berkeley's highly decentralized structure meant that departments varied significantly from one another, and staff in each of those departments used different systems and had different processes for getting things done. In addition, each department's transition to CSS involved a period of adjustment for everyone involved—for department employees who moved to CSS, for the CSS teams serving the newly-added department, and for the department's staff and faculty.

While CSS has been the most challenging OE project to date due to its broad scope, it has the potential to be the most transformative for the campus. As CSS enters its second phase, it will be able to automate and standardize systems and processes. Although the approved project plan did not include an expectation of savings during the implementation phase, CSS is expected to show greater returns and efficiency gains as standardization occurs over time.

While this transition has been difficult at times and challenges are still being addressed, Berkeley now shares a common administrative infrastructure that will enable greater efficiency over the long term. Common processes, such as payroll, hiring, desktop support, expense reimbursement, etc., can now be handled the same way from one department to another. Teams made up of campus staff working in the same functional area are sharing knowledge and learning from one another—and focusing on the best ways to accomplish their work.

Campus Population Served by CSS



Campus population served includes all staff, all academic titles, including faculty, adjunct faculty, graduate student researchers, etc., as well as student employees.

A New Phase for CSS

Having completed the transition of campus departments into CSS, the organization is now poised to focus on delivering on its overarching goal: to create a structure that allows Berkeley to provide better services to all campus units in a way that wasn't possible under the previous decentralized model.

Under the new leadership of Acting Chief Operating Officer Peggy Huston, previously director of the OE Program Office (see page 11), the organization is turning its focus to improving service and getting work done more efficiently. Huston emphasizes that she is working to reduce administrative burden on faculty, some of whom have expressed concern that CSS processes are unnecessarily complicated, take too long (specifically travel reimbursements and HR processes), and require the same or more effort than was required before CSS.

"An overall change, one that has already begun in CSS, is to shift our mindset from an emphasis on compliance to a focus on service," said Huston. "This change has an impact on everything we do in CSS – how we interact with our campus colleagues, how we approach our work, and how we ensure we are meeting the service needs of the campus."

> ***"What I like about CSS is that I'm in a space with other people who are doing the same thing. Before, I was one of the only people doing academic appointments. But now I can collaborate more with people who have the same job in other departments."***
>
> *—Iris Acosta, CSS HR/APS Academic Personnel Partner*

Top row, left to right: Service Partner Kirsten Hutchinson; Service Director Cathy Jen; Service Director Auben Winters; Service Partner Dawn Dunbar.
Bottom row, left to right: Service Director Lori Tannyhill; Service Director Seana Van Buren; Service Director John Kaso.
Not pictured: Service Director Nicole Terrell

CSS Service Directors Focus on Service

Ensuring high-quality service is the top priority for CSS' team of six service directors and two service partners, who each represent a group of units/departments served by CSS. They listen to campus concerns, respond to questions, identify opportunities to enhance service, and work with CSS' functional areas to develop action plans to address and resolve issues. In addition, the Service Directors focus on cross-functional service integration, working to ensure that units are holistically well served by CSS.

"The Service Directors serve as conduits for communication between CSS and their units' key stakeholders, as single points-of-contact for issue escalation, and as advocates for both their units and for CSS. Given that we report to both CSS and to the units we represent, we act as the bridge—with one foot in CSS and the other one in our clients' departments," said Service Director Seana Van Buren.

Priorities for Improvement

CSS is focusing on addressing the following priorities as part of its continuous improvement efforts. Additional improvements will be prioritized based on their potential to improve service delivery.

Simplifying processes

CSS is working to simplify key processes and minimize the work being done by faculty and staff in campus units.

- **Travel and entertainment reimbursement:** This process has been a frequent pain point for faculty and staff. A project to review all aspects of this process, including policy interpretation, is being spearheaded by Rosemarie Rae, the campus' Chief FInancial Officer, in collaboration with Peggy Huston at CSS, Delphine Regalia, the campus Controller, and leaders from academic and administrative units. CSS is simultaneously modifying existing processes to improve service delivery in the short term.
- **Timekeeping/payroll processes:** CSS is working with campus counterparts in Central Payroll and IST to further refine and improve timekeeping/payroll processes following CalTime's full implementation in November.
- **Graduate student hiring:** Recently CSS worked closely with the Graduate Division to establish an ongoing procedure to establish a timely, thorough process to hire and onboard graduate students before the start of every semester. CSS is putting metrics in place to ensure the process meets the needs of the campus.

> *"I am both encouraged by our recent progress and realistic about the hard work that lies ahead. I appreciate your continued patience, engagement, and feedback as we tackle our challenges head-on to better serve our campus community"*
>
> *—Peggy Huston, Acting COO*
> *Campus Shared Services*

Better reporting on CSS performance

CSS has collected input from several campus advisory committees to develop a set of performance metrics that will be meaningful to the campus. The first set of metrics are available on the CSS website and many are shared in this report.

Visit sharedservices.berkeley.edu/metrics-reporting/

Ensuring consistent staffing and retaining institutional knowledge

In response to campus concerns about turnover of CSS staff, in particular research administrators, CSS is developing plans to train and develop junior staff while delivering needed services to campus departments. In addition, CSS is launching an effort to incorporate campus institutional knowledge into training and development for all CSS functional areas.

Focusing on service

Customer service training is already a key component of professional development for CSS staff, and will be enhanced in 2015. CSS, working with its counterparts in the central campus functional areas, is implementing a culture of service where staff consistently ask themselves, "How does this improve service quality?"

Leveraging new technology to improve timeliness and efficiency

As an example, CSS IT launched the *ServiceNow* platform in late 2014, which enables more efficient incident management (ticketing). Planning is in progress now to launch *ServiceNow* within the Human Resources area next, which will reduce manual processing in CSS.

CSS Team Meeting

Focus on CSS Functions

What follows is a profile of the four key functional areas within CSS.

Information Technology

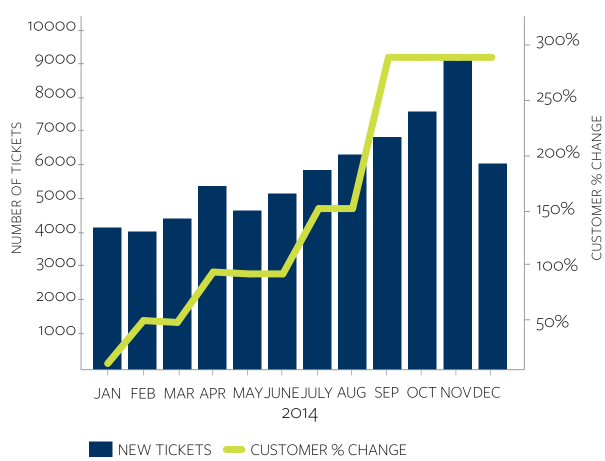
CSS Information Technology (CSS-IT), the first CSS function to open in January 2013, is now entering its third year in operations and has coalesced into a cohesive team.

"We've maintained a customer satisfaction rate above 90% even while we're onboarding new departments and implementing CalTime," said Jerry Yerardi, CSS Director of Information Technology. "We've done this by creating a really positive work culture so people feel supported."

The department handles a wide range of technology areas, including desktop support, setting up new computers, troubleshooting technical issues, and providing IT support for campus-wide systems such as CalTime, bConnected, BearBuy, and many more. CSS-IT specialists provide support by email, phone, and in-person.

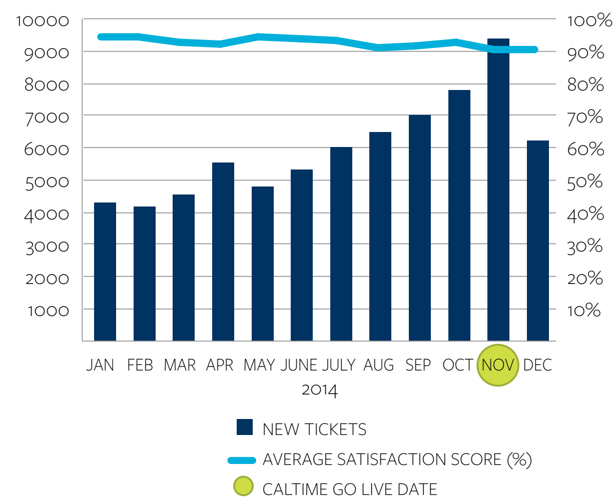
As the figure below shows, the campus client base nearly tripled over the course of the year, which is also reflected in a higher number of tickets toward the end of the year when several new departments were added to CSS. (A "ticket" is an issue or request from a campus client, and can be initiated via phone, email, the CSS website, or in-person request.)

Growth in Campus Client Base (CSS-IT)



As shown in the following figure, ticket volume increased over the course of the year, with the peak being the period around CalTime's launch in fall 2014. Even with the steady increase in service volume, satisfaction rates for CSS IT averaged 92% for the year.

Ticket Volume and Satisfaction Rates (CSS-IT)



Human Resources and Academic Personnel Support

CSS Human Resources and Academic Personnel Support (CSS-HR/APS) handles a variety of services ranging from assisting with recruiting and hiring needs, managing human resource issues, processing timesheets, and handling visa and immigration paperwork.

A major accomplishment in the past year was the launch of CalTime and the UC-required transition to biweekly pay for 10,000 non-exempt employees in November 2014. At a time when CSS was still building its HR/APS organization, CSS timekeepers needed to learn a new system and new processes, and ensure employees were paid properly. While there were a few bumps along the way, CalTime's launch galvanized teams across CSS to work together and streamline processes.

CSS HR/APS Director Suong Ives emphasized that, with the campus transition to CSS completed, the organization is now poised to focus on improvement. "Everyone at Berkeley seems to approach HR functions slightly differently—we needed to bring them into CSS to make processes more uniform and standardized. Now we can start seeing incremental improvements," said Ives.

The average satisfaction rating for CSS-HR/APS in 2014 was 4.17 on a 5-point scale (an 83% satisfaction rate). The HR/APS organization is working to improve overall satisfaction with its services, and identify areas where processes can be improved, particularly CSS timekeeping and payroll processes associated with CalTime.

Research Administration

CSS Research Administration (CSS-RA) provides customized support to faculty and principal investigators across campus. For the 2013-2014 fiscal year, UC Berkeley received over $730 million in Research Contracts and Grants, which represented about one-third of the overall campus budget. CSS research administrators help grant recipients by managing key elements of the administrative work.

Karen Wilson, CSS Director of Research Administration (CSS-RA), said that one milestone for the department over the past year has been opening up clear lines of communication with campus departments. Wilson's team has been meeting with campus departments to map out end-to-end processes for research administration and to implement the new Contracts and Grants Accounting system.

"We've learned what the faculty needs and expectations are, and I think we've listened very well," said Wilson. "Now we're working hard to make progress on meeting those needs."

Staff turnover and retaining institutional knowledge have been significant challenges for CSS-RA, according to Wilson. Because the nature of research administration work varies greatly depending on the academic discipline and type of agency involved, retaining knowledge and leveraging that across the organization can be difficult.

To better respond to those needs, the department has established a specialized training program for research administrators who are new to campus; 90 research administrators have already participated. The department has also launched a certification process in research administration; the goal is to certify all CSS research administrators within the next two to three years.

A key priority for CSS-RA in 2015 is to balance the workloads of its research administrators (RAs), matching the right level of RA experience with each faculty portfolio, to provide the best service and support. CSS-RA will also be establishing ongoing performance metrics.

***RA by the Numbers:** 1,330 faculty and principal investigators served by 103 research administrators.**

** Excludes Team 2 data, which was not yet available. 103 RA's serving post-award fund administration only.*

Measuring Satisfaction with CSS service

Since its inception, CSS-IT has been measuring campus satisfaction through the Help Desk Institute (HDI), an independent association; this service is now being used for CSS Human Resources as well. Widely used in technical support desks in higher education and other fields, the HDI's Customer Satisfaction Index enables CSS to conduct ongoing monitoring of service quality.

A random sample of those initiating service requests are asked to complete a survey in which they may rate the service they received on a five-point scale across five dimensions (courtesy, knowledge, timeliness, quality, and overall service). Respondents may also provide written comments.

Survey results are then used to drive improvements. CSS-IT, for example, compiles monthly survey results for review by CSS-IT leadership. To address real-time issues, IT supervisors receive alerts about any surveys with low scores, as well as any surveys with written comments. They then review these escalated surveys as well as the originating ticket, and analyze areas for improvement. CSS-HR follows similar practices, reviewing survey results, following up with campus clients when needed, and recognizing staff who receive positive feedback.

Sample CSS satisfaction survey administered by HDI

Business and Financial Services

CSS Business and Financial Services (B&FS) handles a variety of needs ranging from making a purchase on behalf of a campus department to processing reimbursements for a travel or entertainment expense. The department handles a high volume of requests—on average more than 8,000 transactions in a month for BearBuy purchases, for example.

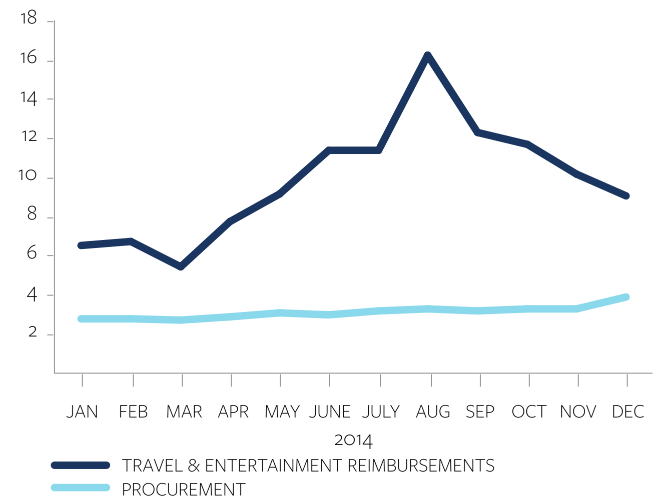
"We've spent the last two years transitioning campus units to CSS. Now that we are fully integrated we can get a better feel for what we can improve upon process-wise, and how to consistently deliver on the promises that we've made in terms of service," said Jim Wogan, Director of CSS Business & Financial Services.

In 2014, B&FS developed a set of metrics to measure performance, for example, turnaround time on common transactions and service requests. The average completion time is 8.5 business days for a travel document and 2.6 business days for procurement transactions for the aspects of these processes that occur within CSS.

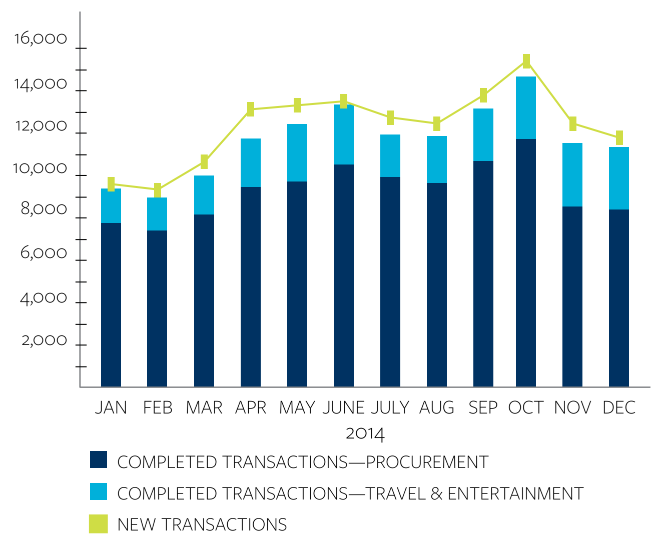
The volume of transactions is also measured; since July 2014 as more departments have transitioned to CSS, there has been a 47% increase in the number of travel and entertainment reimbursement transactions completed, coupled with a 20% reduction in processing time.

As previously noted, improving the travel and entertainment reimbursement process is a top priority for CSS and particularly for Business & Financial Services. In addition, B&FS is launching training programs to enable B&FS staff to specialize in an area, such as a travel and entertainment reimbursement focus, a procurement/purchasing focus, and others.

Average Days to Complete Transactions (B&FS)



Transaction Volume (B&FS)



CSS Staff Earn Kudos

CSS is working hard as an organization to improve service to the campus. Many CSS staff have already been recognized for their exemplary focus on service by the faculty and staff they serve across campus. Here are a few notable examples:

Adam Grimaldi, CSS IT Business/ Tech Support Analyst III. "Adam's quest for perfect service is never over, and no task is too small or big. He took on the upgrade of almost 100 of our desktops, coordinated with provisioning, and almost single-handedly completed the project, always updating and solving problems as he goes."

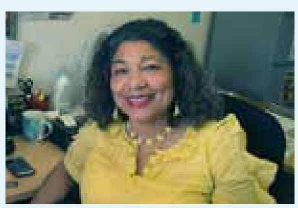
—Guy Seltzer, Systems Administrator, Office of Environment, Health & Safety

Philip Nguyen, CSS B&FS Financial Services Analyst II: "I have found Philip to be incredibly responsive to my communications with him, and, more importantly, to the transactions we put through BearBuy. Specifically, I have been particularly impressed with Philip's follow-through on one challenging reimbursement. I am very grateful for Philip's hard work and his obvious dedication to the campus.

—Belinda White, Administrative Analyst, Sociology

Iris Acosta, CSS HR/APS Academic Personnel Partner. "Iris works under incredible time pressure setting up appointments and processing visa applications, but she is always prompt, generous, thorough, and cheerful. She is particularly good about communicating with those involved in a case so we know what is going on and what we need to do next."

—Kristin Stangl, Administrative Officer, Chemical & Biomolecular Engineering



Ryan Gin, CSS Research Administrator, **Sila Alvarenga**, CSS HR Generalist II, and **Lauren Taylor**, CSS HR Generalist II: "It feels like these people are really joining with me to create special science. They are knowledgeable, helpful, collegial and committed. This time last year I was concerned that I would never be able to pull off the kind of science I longed to do at Cal. But with these people to work with, we're well on the way. Thank you for your efforts to support Cal science."

—Professor Allison G. Harvey, Director, The Golden Bear Sleep and Mood Research Clinic and Director, Clinical Science Program, Psychology Clinic and Assessment Center

Operational Excellence Program Highlights

Advising Council

Elevating the discipline of advising

Professional development for Berkeley advisors reached new heights in 2014:

- In the spring, Berkeley hosted a major advising conference drawing 560 participants from 75 institutions, with presentations by more than 60 Berkeley advisors.
- In the fall, the Advising Council co-sponsored the launch of *Advancing Practice*, the campus' first professional development program for advisors.
- 18 advisors participated in the Advising Council Fellows Program, which builds capacity to conduct program-level assessment of advising effectiveness.

Now in ongoing campus operations, the Advising Council continues to meet quarterly on topics of strategic, campus-wide importance.

Visit advisingmatters.berkeley.edu

Transformation Support Services

Supporting unit leaders and managers through campus changes

Transformation Support Services (TSS) has worked with nearly 50 campus units to provide unit leaders and managers with the tools, skills, and capacity to enable a successful transformation to the campus' new operating environment. TSS services include process improvement and documentation, organizational assessment and improvement, and facilitated conversations and brief consultations to address a variety of change-related issues. Unit leaders and managers who have worked with TSS report that the experience was positive and their objectives were met. Project participants were particularly satisfied with TSS team members' knowledge, trustworthiness, and collaboration. In June 2015, TSS will conclude its project phase and will continue to support the campus community as part of the Talent & Organizational Performance (TOP) department.

Visit tss.berkeley.edu

Advisors Flock to New Professional Development Program

For the first time in its history, UC Berkeley offers a professional development program specifically for academic advisors and student services professionals.

The Advising Council is co-sponsoring *Advancing Practice*, a two-year program open to the entire advising community. Workshops taught by 30 subject matter experts will be offered on a wide range of topics, ranging from topics such as "Advising Transfer Students," "Locating Self: The Power of Personal Reflection in Advising," and "Techno-Advising: Innovative Advising Resources."

> *"This program gives me the opportunity to interact with colleagues in other departments, and also gives a good refresher on ideas I haven't thought about recently."*
>
> *—Mary Ajideh,*
> *Graduate Student Services Advisor,*
> *Department of French*

More than 180 UC Berkeley advisors have already participated in the program, which has a strong focus on applied learning, and offers two levels of certification.

Senior Learning Consultant for Advising Elizabeth Wilcox, who directs the Advancing Practice program.

CalTime

Completing transition to one timekeeping system

For the first time, UC Berkeley has one common, automated timekeeping system—CalTime. On November 1, 2014, nearly 10,000 non-exempt (hourly) employees, including student employees, moved to biweekly pay cycles and began using CalTime. They joined the more than 5,000 exempt employees already using the system. In addition to automating timekeeping and eliminating more than 60 mostly manual timekeeping processes used across campus, the project also standardized a maze of work rules and pay schedules.

The campus now has a shared online timekeeping system and can ensure greater consistency in the application of pay rules and pay cycles. Employees can submit timecards electronically, without needing to chase down their supervisors for a signature. Hourly employees are now paid more frequently—every other Wednesday—and can login to CalTime anytime to check their timecards.

Prior to the November 1 rollout, the project experienced multiple delays and recalibrations since beginning in 2011. Among other challenges, the UC-required transition to a biweekly pay cycle greatly increased the project's scope of work after the project was already underway. Berkeley was the only UC campus to switch simultaneously to biweekly pay cycles and automated timekeeping. In addition, the team and sponsors had initially underestimated the complexities of standardizing timekeeping processes and pay rules across a highly diverse workforce.

The Optometry Department's Anna Lim, Erika Racklin, and Rob W. Herrick, who received a visit from the CalTime outreach team with posters, training materials and Payday candy bars prior to the Nov. 1 CalTime launch date.

The system's launch required a new level of collaboration between the various campus departments involved in timekeeping and payroll—the Payroll Office, Campus Shared Services, Central HR, and IST. This collaboration continues today now that CalTime is part of the campus' ongoing operations. The Central Payroll Office serves as the system's functional owner, IST oversees the technical development and maintenance of the system, with CSS providing both HR support relative to timekeeping, payroll and leave balance issues and IT support related to accessing the system and troubleshooting user problems related to CalTime.

Moving forward, the Central Payroll Office, IST and CSS teams plan to continue refining and improving the CalTime system. Priorities for improvement include:

- Technical improvements to make the system faster and more responsive
- Improvements to the delegation process for supervisors
- Revisiting "Friendly Names", the codes that help employees who have multiple jobs assign their hours to the appropriate job or fund.
- Expanding and refining training materials, especially involving pay codes

The campus community is encouraged to continue to provide feedback and report issues to the CalTime Help Desk at caltime@berkeley.edu

Visit **caltime.berkeley.edu**

Operating Principles

Becoming part of the campus fabric

Defined by the campus community through a unique crowd-sourcing effort in 2012, the Berkeley Operating Principles describe a more inclusive, innovative and service-focused administrative workplace. In 2014, the Operating Principles became more ingrained in the campus' day-to-day operations:

- The Operating Principles are now embedded into the campus' recruitment, hiring, orientation, and performance management processes.
- Awareness of the Operating Principles continues to build. In surveys of campus staff conducted by the Operating Principles team, 85% of survey respondents reporting being at least slightly familiar with the Operating Principles in December 2014, versus 75% in 2013.
- Forty-six campus staff graduated in 2014 from the *Catalyst Program*, a professional development program designed to bring the Operating Principles to life within schools and departments across campus.

Visit operatingprinciples.berkeley.edu

Catalysts Promote Positive Changes in Work Culture

Catalyst Susan Cass from the College of Environmental Design speaking at the Catalysts Graduation in October 2014.

October 2014 marked the graduation of 46 UC Berkeley staff participating in the Berkeley Catalyst program, a professional development program designed to train emerging leaders and help them create a positive change in the culture of their units.

"My experience in the Catalyst Program was phenomenal," said Joanne Straley, Student Advising and Financial Aid Director for the Berkeley Graduate School of Journalism. "I developed and strengthened my professional skills in innovative and unexpected ways."

Up-and-coming staff were nominated and selected by each unit's leadership to represent their departments in the program. After honing their skills in nine monthly "learning labs," Catalysts received data about the culture of their units and picked one Operating Principle to help the department improve upon through completion of a hands-on project.

In recognition of the program's unique approach, the Catalyst Program recently received a national award for innovation from Chief Learning Officer Magazine.

Going forward, key aspects of the Catalyst Program will be incorporated into new leadership development programs run by Talent Organizational Performance in Central HR.

Energy Management Initiative

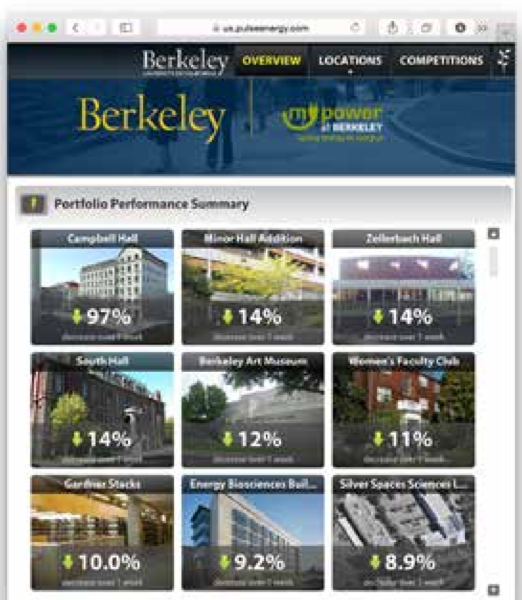
Saving energy while reducing costs

The Energy Management Initiative's (EMI) second full year of operations demonstrated continued success at reducing campus energy use. Spearheaded by UC Berkeley's Office of Sustainability and Energy, the initiative provides a new framework for energy efficiency measures on campus, while also reducing costs.

2014 highlights:

- Total savings from all parts of the initiative reached $2.4 million and exceeded the target by 10%, while the project remained under budget.
- Thanks in part to the EMI, total energy use dropped by 2.6% last year, and total greenhouse gas emissions remain below 1990 levels.
- The Energy Office expanded its offerings and influence, and can document savings that are almost 50% greater than last year.
- The Energy Use Policy, which became effective in January 2014, is now being used by the Energy Office to review planned capital projects for compliance.
- Campus outreach continues to address behavior change and to support all of the Initiative elements.

Visit sustainability.berkeley.edu/



The online energy dashboard, part of the Energy Management Initiative.

McLaughlin Hall

Energy Incentive Program Makes Waves at College of Engineering

Gracing the College of Engineering this year are new energy-efficient lighting, fans, irrigation systems and solar panels – tangible improvements made possible through the College's reduced energy consumption.

The College received $134,000 in incentive payments in early 2014, and another $125,600 in January 2015 through the Energy Incentive Program, part of the Energy Management Initiative. Led by the Office of Sustainability and Energy, the innovative program gives campus departments a financial incentive to save energy. Units receive monthly meter reports indicating actual consumption relative to their baseline allocation; those that use less electricity than allocated receive an incentive payment, while those that exceed it incur overage charges.

"This has created a positive change in the culture of our department," said Scott Shackleton, Assistant Dean of Facilities and Capital Projects for the College of Engineering. "We're getting positive reinforcement for doing a good job in the form of money that we can spend on new projects."

For 2014, the program returned almost $1 million to campus units in incentive payments. In addition, no units were assessed overage charges, as all were under their baselines.

The Energy Incentive Program was awarded the 2014 Effective & Innovative Practices Award by APPA, the leading professional association for educational facilities professionals.

IT Productivity Suite

Making a more collaborative campus

The Berkeley campus is rapidly adopting the benefits of the "cloud," with usage of the Google Drive file sharing service jumping by 60% over just four months (September-December 2014). bConnected, Berkeley's Google Apps suite of email, calendar and file-sharing services, is perhaps the most visible legacy of the IT Productivity Suite. The OE project provided the campus with a common set of technology tools from Google, Adobe, Microsoft and more, and has saved $8.4 million to date by reducing the costs associated with maintaining outdated and often redundant systems. Transitioned to ongoing campus operations in spring 2014, the project continues to yield savings and other benefits of collaboration. Overall responsibility and leadership for this area is now provided by IST, with user-support provided by the CSS IT Help Desk.

Visit bconnected.berkeley.edu

bConnected

Google chat

Google Apps for Education

bConnected at a Glance

- $2.5 million in annual savings for FY2014 (for bConnected alone)
- 71,000 active Google accounts at UC Berkeley
- 9.8 million files in Google Drive
- 60% increase in usage of Google Drive between September and December 2014
- Unlimited file and email storage

Nurses' Scheduling Gets a Boost from Google Drive

"We love using Google Docs at the Tang Center," said Sue Watz, Administrative Services Manager of University Health Services. According to Watz, the Tang Center shifted its nurse schedules to a Google doc last year. Previously, nurse schedules were created in Excel, turned into a PDF and then posted to the department's Intranet so that nurses could access them. If a change was made, a new PDF copy would have to be uploaded, or staff had to note the change on a hard copy.

> *"We love using Google Docs at the Tang Center... the efficiencies are a big win."*
>
> *—Sue Watz, Administrative Services Manager of University Health Services*

"We now have a link to our Google doc so every change is captured and visible immediately. Various managers can be in the document simultaneously, and anyone with viewing rights can see the most current version every time. We are shifting other schedules to the same format as this has been such a success. Of course we don't use Google Docs for any information with patient data, but for our day to day administrative work, the efficiencies are a big win," said Watz.

University Health Services staff.

Front row from left: Harriet Fukushima R.N., Sue Watz, Administrative Services Manager, Diane Drew, Information Center Coordinator.

Back row, from left:: Keith Koga R.N., Eileen Jacoby, R.N.

BearBuy

Leveraging purchasing power to drive savings

Saving over $11 million at Berkeley in FY 2014 and nearly $35 million since its launch in 2011, BearBuy is an online purchasing system implemented jointly across UC Berkeley and UCSF. Staff and faculty use BearBuy to make campus-related purchases ranging from lab supplies to paper products to catering. It leverages the combined purchasing power of the two campuses to achieve improved terms and pricing. In 2014, BearBuy also enabled Berkeley to direct $65 million towards small and locally owned businesses.

In 2014, BearBuy usage increased by 12 percent over 2013, but the campus' overall spending dropped by a third over the same timeframe, mainly due to reduced construction spending.

BearBuy transitioned to operations as part of the Supply Chain Management office. In 2015, Supply Chain Management intends to continue improving the BearBuy user experience and enhance collaboration with partners and campus departments to reduce costs as well as tap new revenue opportunities.

Making smarter food purchases

As Purchasing Manager at Cal Dining, Sunil Chacko helps Berkeley's award-winning, environmentally-friendly food service operation make smarter food purchases.

The addition of Chacko's role was one component of the OE project "Tools for Reducing the Cost of Meal Plans." Previously, purchasing was handled independently by chefs and managers in various Cal Dining facilities. "What I do is constantly look for the best deal available," said Chacko. "Because if you don't look or ask for it, you don't find it." Chacko's efforts resulted in $360,000 in savings in 2014.

Cal Answers

"Freeing the data" to answer critical campus questions

Making data ever more useful and accessible to the campus community—that's the plan for the ongoing development of Cal Answers, the analytical tool that pulls together centralized data from various campus systems. OE investments enabled several projects that are helping faculty and staff to better analyze curricular, staffing, student demographic and financial data.

Planning curricula across campus has improved significantly through new developments in the Student Curriculum module. Highlights in 2014 included the release of two dashboards featuring information about instructors and instructional activity on campus. In early 2015, the Departmental Curriculum Profile dashboard was released, offering a user-friendly, graphical interface that Deans, Chairs and other leaders can use to help plan curricula and course offerings.

Thanks to Cal Answers, data is more accessible than ever before. Previously, undergraduate applicant data was available only by special request through one person on campus Since it became available in Cal Answers, that dashboard has been used by hundreds of people from dozens of campus units. Similarly, the Student Curriculum data was previously updated only once a semester; by comparison, the new curriculum dashboards in Cal Answers are updated nightly, so departments can use them to make adjustments to classes during enrollment windows.

Usage of Cal Answers is on the rise, which saves money and improves efficiency by reducing the time spent by analysts to answer data-related questions, and opens up opportunities for units to invest their resources more strategically. It also enables leaders to see trends and identify opportunities for improvement. Taken together, OE investments in Cal Answers saved nearly $1.5 million in FY 2014 through, for example, streamlining invoice and requisition approvals in BearBuy, reducing time spent by analysts on accessing data, and more.

Visit calanswers.berkeley.edu

Cal Student Central

Leveraging technology to provide students with better service

Cal Student Central (CSC), a one-stop shop for student business services, opened in January 2013 and has since made continual improvements in how it serves students. An OE project that transitioned to ongoing operations in early 2013, the department offers students a single location to address issues related to billing, registration, and financial aid. CSC advisors participate in intensive cross-training in order to provide holistic advising to students.

"CSC has reduced the 'Ping-Pong' effect for students that caused them bounce back between offices with the same question," said Francisco Santamarina, Assistant Director for the College of Letters and Science. "CSC has achieved something that is essential at any institution, but especially at a major one, such as Berkeley: One central clearinghouse where students can receive information and advice."

CSC has actively adopted technology to increase efficiency. Instead of waiting outside the office, students are able to receive a text message when an advisor is available to meet them. Students can also opt-in to a text message system to receive administrative updates such as if financial aid distribution will be delayed a day.

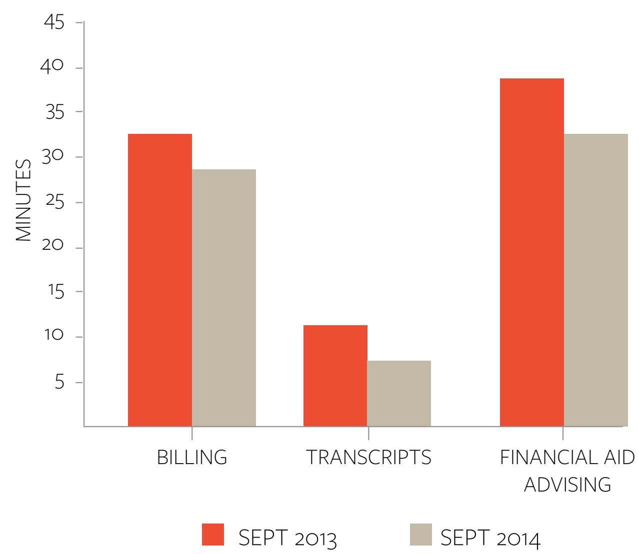
Cal Student Central

"What changed the whole world for us is the implementation of a virtual queuing system. We don't have lines anymore."

—Carmen Ortiz
CSC Director

To ensure continuous improvement, CSC tracks a number of metrics, including wait times for common student requests and escalation rates (when students have to escalate from discussing issues with a CSC advisor to seeing a Financial Aid Counselor). Escalation rates for financial aid advising averaged around 15% in Fall 2014, and consistently remain under 20%, the CSC goal.

Cal Student Central
Wait Times in Virtual Queue



Now part of the Division of Student Affairs, CSC continues to look for opportunities to streamline services by creating alliances with key campus units and by developing effective and targeted student communication plans.

Visit studentcentral.berkeley.edu

Strategic Management & Metrics

Taking strategic planning to the next level with metrics

"You can't improve what you can't measure"—that's the idea behind the Strategic Management and Metrics Project. Over the last two years, the Strategic Management and Metrics Project worked with a pilot group of volunteer units to help develop a working model of the future strategic framework and process. This included following how well their strategic goals are being executed using metrics. This is linked to the annual budget cycle and draws upon CalPlanning and Cal Answers to bring together each unit's strategic goals, metrics, initiatives, and budgets. Now part of the Office of the Chief Financial Officer, the project is progressively cascading these capabilities within the pilot units. In addition, work is being undertaken to identify and monitor those metrics that will also provide a common language for communicating our strategic objectives and outcomes.

Visit metrics.berkeley.edu

CalPlanning

Fueling a more strategic budget process

Each year, Berkeley's budget process continues evolving to become more strategic, user-friendly and transparent, enabling each unit on campus to optimize how it spends its limited resources and look for opportunities for new revenue. A critical enabler for the enhanced budget process is CalPlanning, Berkeley's financial planning and analysis tool which was implemented as an OE project. Using CalPlanning as the common tool to access and present financial data, the campus budget process shifted from a focus on incremental state funds to an all-funds, strategic review of unit operations.

CalPlanning transitioned to ongoing campus operations in 2013, and is now managed by the Campus Budget Office. Continuous improvement of CalPlanning has been a priority from the beginning, with usability improvements made each year on the basis of campus feedback.

Visit budget.berkeley.edu/systems/calplanning

Student Affairs Using Strategic Planning and Metrics to "Dream Big, Plan Big, Go Big"

The Division of Student Affairs demonstrates the campus' increased focus on strategic planning supported by metrics. In 2014, Student Affairs launched a divisional Strategic Planning Initiative centered on achieving two "Dream Big, Plan Big, Go Big" goals: to ensure that:

1) Students have a sense of belonging and community, and
2) Staff experience a cohesive and supportive culture.

Over the next two years, each department within Student Affairs will actively participate in translating these concepts into programs and services. To measure progress toward these goals, Student Affairs joined the Strategic Management and Metrics Project pilot group. Leaders indicated that using these tools and framework has begun to enable Student Affairs to cascade and align metrics throughout its division, and to help better communicate progress and achievements to its employees, students, and external audiences.

Photo Credits:

Elena Zhukova: front cover, pages 4, 9, 26, back cover
Steve McConnell / UC Berkeley, inside cover
Nik Crain and Rachel Balmy: page 7
Bonnie Azab Powell: page 8
Peg Skorpinski: pages 9, 27
Shelby Carpenter: pages 11, 15, 19, 20, 23, 24, 25

Berkeley Operational Excellence Program Office

Contact Us

Operational Excellence Program Office

2111 Bancroft Avenue Suite 250
Berkeley, CA 94720-2170

(510) 642-2934

oe.berkeley.edu

Andrew Szeri
Faculty Head, OE Program Office
Vice Provost for Strategic Academic & Facilities Planning
oefacultyhead@berkeley.edu

William W. Reichle, Program Office Co-Director
wreichle@berkeley.edu

Halina Wojnicz, Program Office Co-Director
hwojnicz@berkeley.edu

Allyson Cesario, Executive Assistant
allysonc@berkeley.edu

Melanie Hurley, Communications Manager
mhurley@berkeley.edu

Katherine Mitchell
Campus Change and Engagement Consultant
kam@berkeley.edu

Will Rohrer, Community Engagement Specialist
wrohrer@berkeley.edu

Deborah Tallyn, Project Manager
dtallyn@berkeley.edu

Sri Ramya Bachu Venkatal, Project Manager

Sierra White, Project/Policy Analyst
sierrawhite@berkeley.edu

Melissa Wong, Financial Planning and Analysis Manager
missywong@berkeley.edu