Operational Excellence
Program Office

Progress Report

January 2014

*Advancing Effectiveness, Efficiency,
& Financial Sustainability*

Berkeley
UNIVERSITY OF CALIFORNIA

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Message from John Wilton

"We can't cut our way to excellence."

Dear Colleagues,

This progress report chronicles a period of significant accomplishments and challenges for the Operational Excellence (OE) Program Office in support of our university's mission.

The Operational Excellence Program Portfolio

Through our portfolio of OE Program projects, the campus is well on its way to enabling a broad set of operational improvements designed to produce savings of $75 million per year. Nine projects are already embedded into campus operations, and 12 more are actively underway. We achieved $37.9 million in annual savings in FY2013. Since the start of the OE Program, we have achieved cumulative savings of $72.6 million through June 30, 2013. Given a limited campus budget that continues to be under severe stress, these savings enable us to avoid reducing expenditures in our core teaching and research programs.

We recognize that the changes required by many of the OE Program projects are difficult and the road to our envisioned future is not without challenges. In particular, two major projects — CalTime and Campus Shared Services (CSS) — have faced a number of significant issues that both teams are working to remedy, using campus feedback in designing and implementing solutions. In becoming an operationally excellent university, it will be vital for us to continually elicit feedback, rigorously assess our performance, and make periodic recalibrations when necessary.

Unit-level Entrepreneurship

Financial sustainability is critical if we want to maintain the access and excellence that make UC Berkeley the premier public university. The future of our university's mission depends on developing new, sustainable revenue streams, and one of these strategies includes what I am calling "unit-level entrepreneurship": the development of creative ideas that can produce new revenue for schools and departments across campus.

To this end, I have expanded the scope of responsibility of the OE Program Office to assist in enabling revenue-generating ideas by the campus community. Although we have just started, the team has responded strategically and tactically by designing governance and approval processes to reduce risks, meeting with deans and department chairs to solicit ideas, and identifying and resolving obstacles to implementing new ideas. We have also identified the financial means to support this initiative, partly through a "first of its kind" agreement with a trustee/donor.

What's Next

During the coming year, the OE Program Office will continue to play a key role in identifying opportunities for operational efficiency and cultivating innovative ideas with the potential to generate new revenue.

Our success in reimagining ways to support our academic mission depends on the constant active participation of our entire campus community. Since we first embarked on our OE Program over four years ago, many hundreds of staff, faculty, and students have contributed to a complete rethinking and reshaping of our administrative operations. I want to thank our many stakeholders for their hard work, invaluable feedback, and continued support as our campus continues to make great progress in achieving these difficult yet transformational changes.

 Sincerely,

John Wilton
Vice Chancellor, Administration and Finance

THE OE PROGRAM OFFICE

The Operational Excellence (OE) Program Office is a vital part of a campus-wide strategy to stay financially strong in ways that are sustainable over time. By contributing to financial sustainability, we are strengthening the twin pillars of access and excellence that are foundational to our university's mission.

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 also serve as a campus hub for project management, building upon our extensive campus experience and proven practices, tools, and templates.

Our Team

The OE Program Office is staffed by a service-focused team of campus employees with expertise in project management, change management, strategic planning, campus engagement, financial analysis and planning, business and data analysis, and communications.

Our Leadership

We are one of the units under the leadership of the Vice Chancellor for Administration & Finance (VCAF) John Wilton, UC Berkeley's chief administrative officer. The OE Program Office is co-managed by senior academic and administrative leaders who have many years of experience serving our campus community.

The Faculty Head of the OE Program Office is Andrew Szeri, who also serves as Vice Provost for Graduate Studies, Dean of the Graduate Division, and Professor of Mechanical Engineering. He has been a member of the UC Berkeley academic community for 17 years.

The Director of the OE Program Office is Peggy Huston, a member of the UC Berkeley administrative community for 13 years.

Our Approach

Hallmarks of our approach are strong governance and leadership, broad campus engagement, a focus on metrics and transparency, financial discipline, and a holistic strategy. Central to our approach is the understanding that our efforts support the university's mission of teaching, research, and public service.

The OE Program Office team.

OPERATIONAL EXCELLENCE PROGRAM

The Operational Excellence (OE) Program is a multi-year, multi-project initiative that is building administrative effectiveness and efficiency to support UC Berkeley's academic excellence. By employing best practices in project management and other key disciplines while engaging leadership, faculty, staff, and students campus-wide, we are making excellent progress towards achieving our goals.

The Implementation Phase is currently about 70% complete. Most projects will complete by the end of fiscal year 2014 with a few that will finish in fiscal year 2015. Nine projects are already embedded into campus operations and, as a result of ongoing improvements, are enabling a more efficient and effective administrative organization.

Portfolio at a Glance
(*as of December 31, 2013*)

12
Current Active
Projects

9
Projects Transitioned
to Operations

2
Paused/Pending
Projects

$51.8M
Investment
to Date

$73.7M
Investment
Committed

$37.9M
Savings in
FY 2013

$72.6M
Cumulative
Savings through
FY 2013

$78.9M
Projected Ongoing
Annual Savings

GOALS

The Operational Excellence Program has three key goals. Below, we provide additional information about how our projects—including those that have already become part of campus operations—are demonstrating progress toward those goals.

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

The OE Program portfolio is on track to achieve $75 million in annual savings. On page 17, we provide a financial profile for each project in the OE Program portfolio. Savings shown below are through FY2013 (as of June 30, 2013).

Savings Highlights:

- **Unit Restructuring** has saved $41 million to date, producing a leaner, more streamlined organization.
- **BearBuy,** the joint e-procurement system (UC Berkeley and UCSF), has saved the campus $23.9 million to date through volume discounts and better tracking.
- **The IT Productivity Suite** has saved the campus $4.1 million to date and provided the campus community with access to technology tools from Google, Adobe, Microsoft, and more.
- **The Energy Management Initiative** is reducing the campus' energy use and greenhouse gas emissions while saving $2 million to date.
- **Tools for Reducing the Cost of Meal Plans** has saved $800,000 to date.
- The **CalAnswers/Enterprise Data Warehouse** Projects have saved over $800,000 to date.

Campus units can create and keep the majority of savings they achieve through the efficiencies produced by OE Program projects. Please visit oe.berkeley.edu/savings-timeline for more information on how our savings are shared.
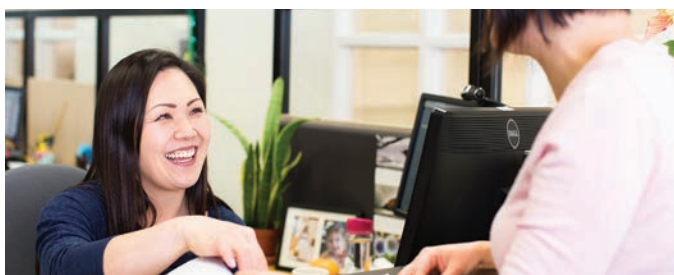
2 Create more efficient and effective operations

Many projects in the OE Program portfolio are using technology to automate manual processes and/or standardize others. This often requires rethinking the underlying business processes that guide how we get work done or access services. The promise of our new systems and processes is yet to be fully realized; the next few years will be critical in fully embedding these changes into the way the university runs. A few examples of how our operations have become more effective and efficient:

Enabling strategic budgeting. Using **CalPlanning** as our common budgeting tool enabled UC Berkeley's first consolidated operating budget to be produced in 2012-13, providing greater awareness and transparency about the university's finances.

Simplifying processes for students. Students now conduct their most common business transactions in one convenient location rather than in multiple campus offices, through **Cal Student Central**. And as of spring 2014, they can view detailed billing and payment information through the CalCentral online portal as a result of preliminary work done by the **Consolidated Student Financials** project.

Promoting data-driven decision-making. Through OE investments in the analytical tool **Cal Answers**, the campus community can view centralized, integrated information from various campus systems and use data to plan curriculum, improve access to financial aid, gain visibility into purchasing patterns, and much more.

Sharing technology and tools. The campus community shares powerful technology from Google, Adobe, Microsoft, and more through the **IT Productivity Suite**. Through **CalTime**, the campus is transitioning to one electronic timekeeping system, rather than a multitude of systems — many of them paper-based.

Supporting energy efficiency. The campus is reducing greenhouse gas emissions and waste through the **Energy Management Initiative** and **Tools for Reducing the Cost of Meal Plans**.

The combined outcome of the OE Program work has created a stable foundation upon which we can continue to grow.

3 Establish a culture of continuous improvement

In the spirit of the Operating Principle, "We are accountable to each other," all OE Program projects are required to establish feedback mechanisms and performance measures to ensure that projects are on track to meet their objectives. The OE Program Office also works with operational groups to continue to measure post-project to ensure we are achieving the desired outcomes for the campus. A few highlights of how individual projects are enabling continuous improvement:

Helping departments improve processes. In a rapidly changing environment, ***Transformation Support Services*** (***TSS***) is helping departments reshape and improve their business processes through process-mapping workshops.

Focusing on improving service. *Campus Shared Services IT* measures the campus community's satisfaction with service quality and works to respond swiftly to feedback. For example, CSS-IT received feedback from several departments that the process for placing new computer hardware orders was too time-consuming and complicated. Departments would have to place an order in BearBuy, coordinate with CSS-IT, then wait 2-3 weeks for delivery. CSS-IT staff developed a solution: stocking a supply of standard hardware and enabling departments to simply contact CSS-IT with a chart string for payment. Hardware is now delivered quickly — within 2-5 working days — and those ordering new computers enjoy a simpler, less frustrating process.

Building assessment skills. Through the ***Advising Council*** Fellows program, a group of advisors from across campus is developing expertise in advising-program evaluation and assessment. The Fellows are creating assessment plans for advising in their units, and sharing their learning with other advisors. Through the ***Operating Principles*** project, 50 "Catalysts" are using surveys to inform their work on strategic challenges in their units.

Listening to the campus community. The *BearBuy* team in Procurement Services actively engages its users in driving ongoing improvements to the system. Since August 2012, the team has held over 80 outreach activities, including departmental meetings, workshops, in-class trainings, and tutorials, reaching over 700 UC Berkeley employees. The BearBuy team organizes quarterly meetings of "Bears that Buy" to facilitate an in-person dialogue with users. Through user feedback, the team has redesigned forms, simplified workflows, and expanded training resources to address specific user questions.

LESSONS LEARNED

The campus has achieved a great deal since launching OE. Most importantly, through exemplary leadership and exceptional contributions of staff, faculty, and students, we have demonstrated that UC Berkeley is also a leader in university administrative operations. We have faced obstacles, challenges, and setbacks during the course of the OE Program and we have leveraged those opportunities to learn and improve. A few key lessons are outlined here.

Start with the End in Mind

As OE projects transition to ongoing operations, we continue to improve upon our project management methodology to achieve the desired outcomes. The objective is not the project, but the change that occurs in the quality of service for the campus and the savings that flow as a result of the project. For instance, once implementation was completed in 2012 for **BearBuy**, the new procurement system, many departments and units needed to reconfigure their purchasing-related business processes, but there was no clear owner for these issues (a situation further complicated by the move to **CSS**). While this remains a work in progress, today the Procurement, Disbursements, and CSS teams are closely working together to coordinate their efforts and support units' needs in reshaping procurement business processes.

More Useful, Timely, and Transparent Communications

The commitment to broad and open communication was identified as a guiding principle in the OE design phase, and continues to be a key priority today. However, we have heard from members of the campus community that our communications need to be more concise, useful, timely, and transparent – especially when decisions and next steps are in flux. To this end, in fall 2013 **CSS** underwent a comprehensive communications review by a campus team outside of CSS.

The process included extensive interviews with CSS staff as well as campus stakeholders who offered feedback about CSS communications. As of early 2014, CSS is beginning to respond to the review team's recommendations, including launching a review of its internal processes to expedite the production and release of communications to the campus.

The Value of Data-Based Decisions

When we started OE, the campus had very little in the way of data to enable informed decisions — we had to make decisions with the best information available. Over time, we have collected data through surveys, business processes, and technology tools. We continually collect data throughout administrative operations so that we can demonstrate where we are, or are not, adding value for the campus. We will do this by documenting our commitment to service, measuring how we deliver on that commitment with metrics that reflect ultimate desired outcomes, measuring our performance, taking action to improve, and communicating this information to the campus community.

Simply Deploying New Technology is Not Success

Through many of our projects, we have learned that significant investment in workforce development, process design, communications, and other activities are needed to realize the potential of new systems and tools. Several OE project teams, including **BearBuy**, **CalPlanning**, **CalTime**, and **bConnected**, have assigned local implementation leads to provide both a high-touch approach and local leadership in systems rollouts. The bConnected team helped ensure a smooth transition to bCal and bMail through mobile kiosks, in-person presentations to department meetings, extensive training options, and one-on-one assistance. While change-management activities initially may seem to lengthen timelines and increase costs, we have learned that they are the only way to ensure adoption of new systems and increase the return on the campus' investment.

A mobile sync cart, part of the bConnected outreach activities.

Appropriate Staffing of Project Teams

A key lesson learned was that project success depends on dedicating the right level of staff resources equipped with relevant expertise and training. For example, the **CalTime** project was initially understaffed, without sufficient expertise to implement a large, highly complex project. Following the decision to slow down part of the implementation, and after a complete diagnostic assessment, the project team was expanded and now includes additional members with relevant technical expertise and training. Being realistic about campus readiness for a given change is an important starting point for correctly assessing the staffing and other resources required to deliver results. Campus leadership has learned that the rigor of professional project management is critical to deliver successful results for large-scale operational changes at the university.

PROJECT HIGHLIGHTS

IT Productivity Suite / bConnected
Enhancing collaboration and communication

A critical component of the **IT Productivity Suite** project is **bConnected**, the Google Apps suite which is transforming the way people work. The IT Productivity Suite provides the entire campus community with a common set of powerful, industry-standard tools from Google, Microsoft, Adobe, and more. By standardizing and sharing calendar, email, and document sharing applications, bConnected is enhancing collaboration and communication for the campus and beyond.

- Through the shift to bMail (Google email), the campus was able to remove eight back-end servers, eliminating $44,000 per month in operating costs while ensuring more reliable email service.

- Calendar usage has more than doubled with the introduction of bCal, the Google calendar. The previous calendar system, CalAgenda, had 6,000 campus users; today, more than 15,000 people are using bCal.

- Campus users are rapidly adopting the file-sharing and collaboration features of the Google Apps suite. Usage of Google Drive increased more than 20% in one month alone (between Oct. 15-Nov. 15, 2013) More than two million files have been uploaded to bDrive.

Visit bconnected.berkeley.edu.

Kudos to the **bConnected** team – one of the recipients of the prestigious 2013 Chancellor's Outstanding Staff Award. The team was acknowledged for working tirelessly over nights and weekends, moving 3.4 million CalAgenda meetings and 330 million CalMail email messages to the new platform.

Cal Answers and Enterprise Data Warehouse Projects
Supporting data-driven decisions

Cal Answers is the analytical tool that allows UC Berkeley's campus community to view centralized, integrated information from various campus systems. The OE Program portfolio includes four related projects that help to improve decision-making, expand access to campus data, and create a culture of evidence at Berkeley.

The underlying data for Cal Answers is now available thanks to our **Enterprise Data Warehouse Governance** project, which is enabling the aggregation of previously decentralized information into a centralized repository. The following three projects are focused on developing reporting that is meaningful and actionable for campus leaders:

Cal Answers Procure-to-Pay reporting is helping procurement professionals across campus to save money, streamline processing, improve compliance, and develop stronger relations with key vendors.

Cal Answers Student Financials is facilitating the best decisions possible regarding access to affordable education and financial planning.

Having launched its first set of reports in March 2013, **Cal Answers Student Curriculum** is already helping to inform and transform the way UC Berkeley analyzes, supports, communicates, and plans our curriculum. This Cal Answers project is slated to transition to operations in June 2014.

Visit calanswers.berkeley.edu

Cal Answers Student Curriculum project wins Oracle Excellence Award

Congratulations to the team behind the Cal Answers Student Curriculum Project, which received the prestigious 2013 Oracle Excellence Award. Teams from IST, the Office of Planning & Analysis and the external firm KPI Partners were recognized for their work in driving more data-driven curriculum planning at Berkeley. "It's exciting to already see our users spend less time gathering the data and spend more time analyzing the data to facilitate the decision making process for the students," says Mark Chiang, Enterprise Data Warehouse Manager.

Pictured from left: Greg Hamilton, Aravind Rao, Jenna Allen, Provin Dhawan, and Russ Acker

BearBuy

Streamlining procurement

Enabling millions of dollars in savings annually, **BearBuy** offers faculty, staff, and students at both UC Berkeley and UC San Francisco a single point of entry to shop and manage payment for most campus-related purchases.
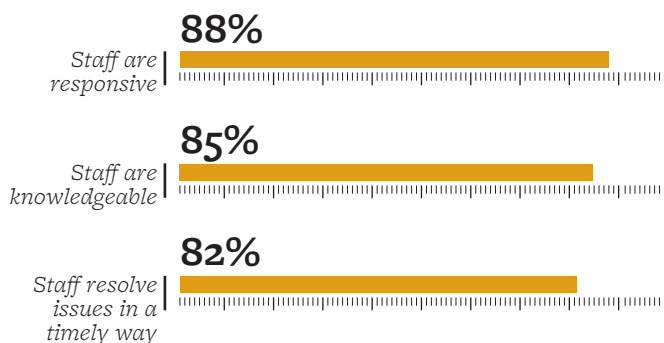
In addition to in-person feedback sessions, user surveys have been an important tool for ensuring continuous improvement. In May 2013, the OE Program Office and the Procurement Services team conducted a survey that showed an upswing for overall satisfaction for all categories since the previous such survey in 2011. There was a 32% increase in satisfaction based upon four target areas: Ease of Purchasing, Disbursements, Online Resources, and Support Responsiveness.

In response to survey feedback, Procurement Services identified four areas of improvement for 2014:

- Improve BearBuy content, descriptions and photos, enhance search functions, and increase supplier selection.
- Offer focused end user trainings and online resources for BearBuy shopping basics, and requisition creation and approvals.
- Increase campus awareness and training of Cal Answers Procure to Pay reporting.
- Improve the Procurement Services website with new content and navigation to better meet the needs of the campus.
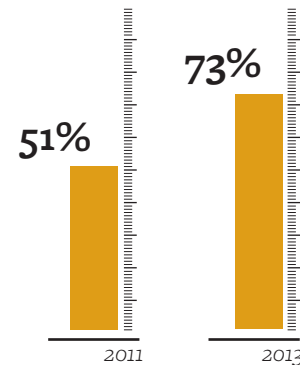
Visit procurement.berkeley.edu/bearbuy
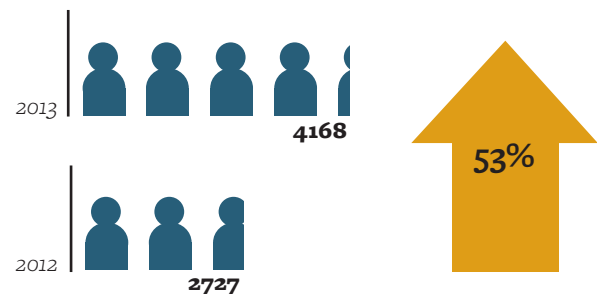
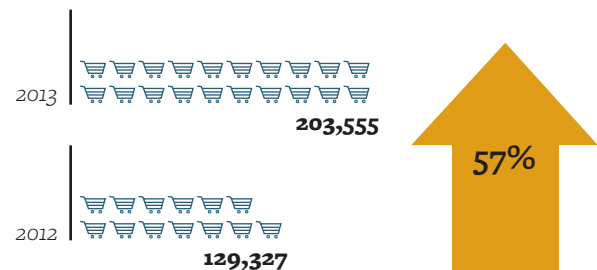### Satisfaction with Procurement Services

Source: 2011 and 2013 Procurement Surveys

BearBuy Unique Users per Month, Average

BearBuy Purchase Orders per Year

Note: Data from Procurement Services; only UC Berkeley is included in charts above.

Satisfaction with BearBuy Help Desk

Source: 2013 Procurement Survey

Campus Shared Services

Making further progress & incorporating lessons learned

Scheduled to complete implementation in 2014, **Campus Shared Services** (**CSS**) opened its doors in January 2013 with the goal of creating a high-quality, reliable administrative infrastructure for all departments on campus while also enabling savings. As of January 2014, CSS is providing 60% of the campus community with administrative support.

Illustrating the volume of work conducted at CSS, staff in CSS Business & Financial Services (B&FS) processed **5,954** requisitions in BearBuy and **1,781** travel and entertainment reimbursements in November 2013. (At right, see data from the CSS Information Technology (IT) Help Desk.)

Feedback from early adopters indicates high satisfaction with CSS-IT and relatively few service issues in CSS-B&FS and Research Administration (RA). CSS is currently addressing understaffing of RA and delays in fund reporting for certain units. In addition, some significant issues arose with CSS Human Resources in hiring processes for academic personnel (GSIs, GSRs, etc.) in early-adopter academic units. In response, a team made up of representatives from affected units, campus leadership, and CSS leadership developed a remediation plan and improvements are now underway.

We fully expect a project as large and complex as CSS to experience challenges and that an iterative approach is required to achieve the level of quality we expect of our administrative services. Based on ongoing stakeholder feedback, the CSS leadership team has made other course corrections:

- **Implementation strategy**, including revising the rollout schedule and shifting from a rollout by function to an implementation by unit/department.
- **Ticketing system**, including deploying an enhanced ticketing system for B&FS and planning for an improved ticketing system for HR in the spring of 2014.
- **Communications**, including enhancing the CSS website and planning timely, customized communications for units transitioning to CSS.

Demonstrating transparent reporting on performance, CSS-IT has been measuring client satisfaction data against national benchmarks using the highly respected Help Desk Institute in collecting and analyzing data. Since going live, CSS-IT support staff has earned consistently high marks, close to the education industry average (see chart, above right).

Visit sharedservices.berkeley.edu

CSS-IT By the Numbers
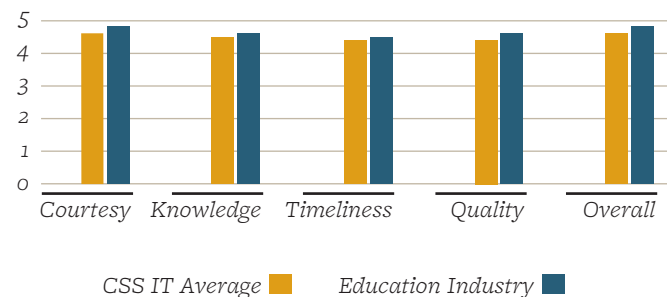
December 2013

2670 Service Requests

99% Phone Calls answered within 30 seconds

74% Incidents resolved within 5 business days

24% Customer service survey response rate

Satisfaction with CSS-IT Service Desk

	Courtesy	Knowledge	Timeliness	Quality	Overall

CSS IT Average ■   Education Industry ■

Tools to Reduce Costs for Meal Plans

Reducing food waste and better serving students

The **Tools to Reduce Costs for Meal Plans** project was launched in 2011 by Cal Dining as part of a larger effort to control rising food costs and operate more sustainably. The team's innovation paid off, enabling Cal Dining to reduce pre-consumer food waste by 33% so far.

These achievements were publicly recognized when Cal Dining received the "Waste Reduction Excellence in Institutional Food Service" award from StopWaste.org in May 2012. The final phase of the project, a Menu Management System, will help anticipate and meet student dining needs. It is slated for completion in January 2014.

Operating Principles

Reimagining our workplace

Following an extensive collaborative process, UC Berkeley's **Operating Principles** were announced in December 2012 to help achieve campus goals and make UC Berkeley a place where we can all do our best work. In 2013, a series of videos, posters, and emails were developed and shared with the campus, highlighting staff whose work demonstrates the spirit of the principles.

To help embed the principles in our workplace, in Fall 2013 the team launched the Berkeley Catalysts program, which offers a unique year-long professional development opportunity to staff from across campus. Taking the Operating Principles as a starting point, the 50 Catalysts attend a series of innovative Learning Labs and partner with their unit's leadership to focus on a strategic opportunity or challenge for their unit as identified through the results of a campus-wide survey.

Visit operatingprinciples.berkeley.edu

CalPlanning

Enabling strategic budgeting

CalPlanning, UC Berkeley's new financial planning and analysis tool, is a web-enabled Oracle Hyperion planning solution that is helping to drive a strategic budgeting process across our campus.

In FY2012, units gained the ability to submit budget plans, view summarized data, and run reports. UC Berkeley also published its first consolidated operating budget plan, providing greater awareness and transparency about the university's finances.

In FY2013, Human Capital Planning (HCP) was added to CalPlanning, enabling the campus to plan future salary and benefits costs, Berkeley's largest expense category. The second Berkeley Budget Plan added forecast-to-actuals comparison, so we could begin to see year-over-year trends.

Campus units have begun using CalPlanning to take advantage of the decision-support capabilities available in the tool, including modeling capital investment scenarios, performing trend analysis, and assessing organizational financial health.

In the coming year, CalPlanning's capabilities will be further developed, adding reports and making reports more accessible to those who do not use the tool as part of their day-to-day jobs.

Visit budget.berkeley.edu/projects/calplanning

Poster displaying UC Berkeley's Operating Principles.

Other Accomplishments

In August 2011, we completed our first major initiative, **Unit Restructuring**, which produced a leaner, more streamlined organization by reducing management layers and the number of managers with a small number of direct reports (i.e., increasing spans).

The **Application Support Center** was fully integrated into the Campus Shared Services Information Technology Help Desk to support the new technology that has been implemented by OE Program projects including BearBuy, CalTime, Cal Answers, and CalPlanning.

Strategic Management & Metrics completed a pilot with a group of divisions/schools as well as other functional teams who volunteered to provide their strategic objectives and real data to help develop a working model of the future strategic framework and process. Results are forthcoming in 2014.

Visit metrics.berkeley.edu

Energy Management Initiative
*Reducing our energy usage and carbon footprint*

UC Berkeley's **Energy Management Initiative** (EMI) consists of four projects that provide a new framework for efficiency measures and are reducing the amount of energy the campus uses. Since the program launched in April 2012, the team has built momentum towards establishing energy efficiency as a social norm and part of the day-to-day operations of the university.

Among the innovative aspects of the EMI are energy dashboards displaying real-time energy use that have been installed in over 100 campus buildings. In addition to helping the campus community visualize the cumulative impact of individual savings, the software's analytics have shown the way to system malfunctions and anomalies.

The newly created Energy Office serves as a one-stop shop for energy use reductions, and manages the innovative Energy Incentive Program, which gives campus units a financial incentive to implement energy-saving measures. Units that use less than their allocated amount of electricity are rewarded incentive payments — amounting to $874,000 in FY2013 — while those that exceed their allocation will incur overage charges beginning in FY2014. Twenty-six out of 28 units will receive an incentive payment for the first year.

Notably, the campus reached its goal to return carbon emissions to 1990 levels two years early, thanks in part to the EMI. Hundreds of students, faculty, and staff have been involved in EMI program efforts, and the program has been presented at 16 state, national, or international higher education conferences.

Visit mypower.berkeley.edu
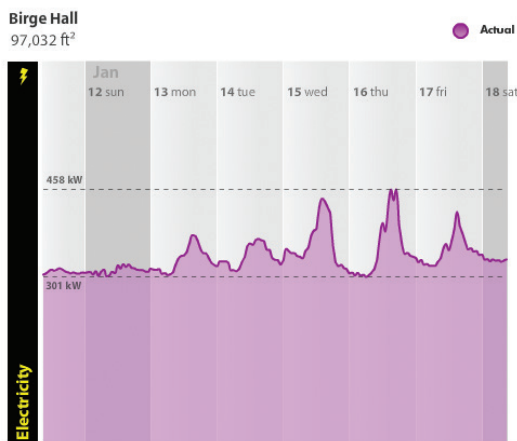
Dashboards displaying energy usage have been installed in 100+ campus buildings and are also accessible at mypower.berkeley.edu

CalTime
Standardizing timekeeping

CalTime is automating and standardizing the multitude of different timekeeping processes across campus, most of which consist of manual processes and paper timesheets.

As of January 2013, approximately 5,000 exempt employees are using CalTime. However, as with any large and complex project, the implementation of Cal Time has not been without challenges. The team and sponsors initially underestimated the complexities of transitioning a highly diverse workforce of about 15,000 employees from a vast array of different methods of reporting time to a single standardized system. Moreover, the transition to a biweekly pay cycle for non-exempt staff, as required by the UC Office of the President, must happen concurrently with a transition to CalTime.

To address these challenges, the project team was expanded to add the needed technical, training, and communications expertise; the project plan was updated; and the timeline was extended to reflect the complexities of the tasks ahead. The implementation of CalTime and biweekly pay for non-exempt staff is now planned for August 31, 2014, with an increased total budget of $11.9 million.

Since winter 2013, the enhanced project team has been working closely with key stakeholders to make the following improvements:

- Conducted detailed analysis to identify the different systems used to access CalTime and ensure rigorous testing and documentation.
- Resolved system access issues and developed a single sign-in process (slated for 2014).
- Expanded and enhanced training, tutorials, and job aids.
- Established a network of Local Implementation Leaders (LILs), representatives from each unit who help support their unit's transition to CalTime.
- Improved communication, including an expanded website and monthly reminders with targeted information for exempt employees, supervisors, and timekeepers.

Visit caltime.berkeley.edu

Cal Student Central

Improving the student experience

This one-stop service center enables students to conduct most common financial and registration transactions in one convenient location rather than in multiple campus offices. In November alone, the office handled 2,231 service requests.

Since opening in January 2013, **Cal Student Central** staff have been steadily refining processes and measuring student satisfaction. However, long wait times for both in-person and telephone service requests have been a persistent problem. As of October 2013, the average wait time for in-person financial aid counseling was 42 minutes, and 29.71 minutes for in-person registration counseling. Through a new text message queuing system, instead of waiting in line, students can check in and receive a text when an advisor is ready to see them.

To improve service and reduce wait times, additional advisors and administrative assistants were trained and added to the team in December 2013. In addition to the text message queuing system, a number of other new processes and technologies were put in place in the fall 2013 semester:

- Additional online, self-serve options, including the ability to start a case online.

- An improved phone triage system. Students can now initiate a case with a phone advisor and receive follow-up from a service team member.

- Updated internal processes for faster service. As one example, staff can now print transcripts on demand at the center.

With new staff, technologies and processes in place, Cal Student Central's director is confident that her team will achieve its goal to cut wait times in half within the first few weeks of the spring 2014 semester and resolve issues within an average time of 24-48 hours. In addition, the **Consolidated Financial View** project (see right) will also help to reduce or streamline in-person visits to Cal Student Central by giving students easy access to accurate information about their finances.

Visit studentcentral.berkeley.edu

Other Accomplishments

The **Consolidated Financial View**—a small but critical project—completed the preliminary analysis for building a single online location where students can get up-to-date information on fees, financial aid, and payments. This project provided the foundational work for the detailed billing and payment information that students are now able to access through the Cal Central online portal.

Transformation Support Services is helping units derive maximum value from OE Program projects. The team's consulting services and workshops focus on the unique identity of units and allow for the creation of collaborative solutions. Visit tss.berkeley.edu

Target Talent Development's recent accomplishments include the fall 2013 launch of a series of sessions for new chairs sponsored by Vice Provost Janet Broughton. Programming for deans and chairs will begin in spring 2014. Comprehensive professional development programs are being developed for advisors, human resource professionals, research administrators, and finance professionals.

Advising Council

Elevating and aligning advising

The **Advising Council** achieved a critical milestone with the completion of three working group initiatives that included establishing a common vision for campus advising, creating tools for program assessment, and developing a training curriculum for advisors.

After completion of the project in March 2014, the Advising Council will continue to serve as the campus' coordinating body for advising. In 2014, the Council's work on advisor development is slated to bear fruit through a new training program for advisors in the College of Letters & Science. The plan is to eventually roll out the training to a broader advisor community.

In addition, through the Advising Council Fellows program, a cohort of advisors from across campus is developing assessment plans for their own advising programs. Finally, the Council will continue to improve communication about advising through its new Advising Matters website and newsletter.

Visit advisingmatters.berkeley.edu

Campus Community "Frees the Data" at Analytics Expo

Sereeta Alexander of the Office of Planning & Analysis shares information about CalAnswers with Expo attendees.

More than 150 members of the campus community came together in December 2013 for an Analytics Expo focused on three key projects supporting UC Berkeley's campus-wide analytic and strategic framework: Cal Answers, CalPlanning, and the Strategic Management and Metrics Project. Sponsored by the Cal Assessment Network and the Office of the Chief Financial Officer, the event demonstrated the growing interest in accessing and using campus data sources to support decision-making.

Poster sharing the campus' common vision for advising, a product of the Advising Council.

OE PROGRAM FINANCIAL PROFILE

The Operational Excellence Program Office tracks the expenses and savings associated with OE projects and reports this information on a quarterly basis on our website.

Project	Approved Budget	Expenses as of 12/31/13	Projected Annual Savings	Actual Annual Savings in FY 2013	Cumulative Actual Savings Through FY 2013
Advising Council	559,000	454,000	2,317,000	-	-
Application Support Center	588,000	592,000	-	-	-
BearBuy	4,354,000	3,917,000	33,000,000	10,100,000	23,888,000
Cal Answers Procure-to-Pay	2,749,000	2,749,000	2,963,000	789,000	789,000
Cal Answers Student Curriculum	931,000	753,000	1,155,000		
Cal Answers Student Financials	710,000	625,000	634,000	37,000	37,000
Cal Student Central	1,150,000	1,066,000	-	-	-
CalPlanning	7,157,000	7,157,000	-	-	-
CalTime	11,644,000	6,462,000	2,627,000	-	-
Campus Shared Services (CSS)	20,720,000	16,525,000	6,900,000	-	--
Car Sharing (pending)	-	-	112,000	-	-
Consolidated Financial View	200,000	132,000	-	-	-
EDW Governance	557,000	444,000	-	-	-
Energy Program	6,307,000	2,592,000	2,411,000	1,986,000	1,986,000
IT Governance (paused)	3,959,000	193,000			
IT Productivity Suite	5,848,000	4,453,000	3,703,000	4,122,000	4,122,000
Operating Principles	696,000	450,000	-	-	-
Strategic Mgmt. and Metrics	180,000	176,000	1,800,000	-	-
Student Technology Phase One	648,000	624,000	-	-	-
Target Talent Development	595,000	-	-	-	-
Tools for Reducing Cost of Meal Plans	-	- -	800,000	400,000	800,000
Transformation Support Services	814,000	203,000	-	-	-
Unit Restructuring	3,371,000	2,229,000	20,500,000	20,500,000	41,000,000
Total	**73,737,000**	**51,796,000**	**78,922,000**	**37,934,000**	**72,622,000**

Notes:

Completed Projects

The Approved Budget includes only the OE-funded portion of each project. Project funding from sources other than OE does not appear here.

REVENUE GENERATION PROGRAM

The dramatic decline in state funding over the last decade has created significant financial challenges at UC Berkeley. As part of its focus on a sustainable financial model, UC Berkeley is considering new and varied revenue streams that can supplement traditional sources to sustain the University's excellence.

In early 2013, Vice Chancellor John Wilton expanded the scope of the OE Program Office to help cultivate unit-level revenue generation on campus. The OE Program Office is approaching this challenge by applying much of the same methodology, process design, governance, and rigorous project management discipline that delivered successful results for the OE Program portfolio of efficiency projects.

Although the initiative is just getting under way, more than 21 departments have already brought forth a variety of ideas such as professional degree programs, a conference center, consulting services, and a medical facility. Proposals for a new cafe in Wurster Hall and enhancements to Cal Performances' online ticketing systems have already been approved by the OE Executive Committee and are beginning implementation.

Innovative Ideas, Innovative Process

Typically, when a new project has been proposed in a university setting, the review and approval process can be long and arduous. When dealing with public funds, thorough vetting is warranted and necessary. However, when developing potential revenue opportunities, bringing new ideas to market quickly needs to be a consideration.

To help cultivate revenue-generation ideas, the OE Program Office has developed a multi-step, yet expeditious, review process that allows for a vigorous assessment of those ideas with the highest potential.

By asking to see proposals in incremental stages of development, the OE Program Office can quickly identify ideas that do not meet the criteria for high-potential revenue generation and give the proposers an opportunity to strengthen their concept before having to present fully developed business plans. This process aims to create a culture that generates new ideas and evaluates their potential quickly.

As part of its services, the OE Program Office offers units financial and market analysis of proposed business ventures to challenge their assumptions and determine their potential value and risk profile.

Ideaction©: An Online Revenue Generation Community

The OE Program Office is implementing an online idea generation and management platform. This cloud-based tool will serve as the marketplace for innovation, community comments, and expert review of new revenue generation ideas. Named Ideaction, the innovation tool will initially deploy with a small group and eventually expand to include faculty, students, staff and alumni interested in generating new revenue ideas at Berkeley.
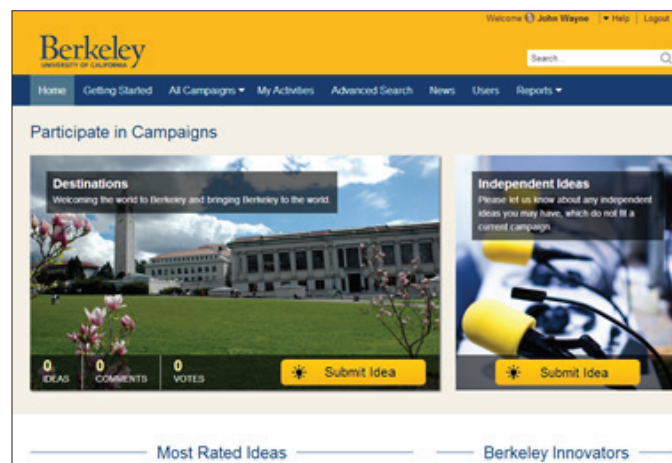
A screenshot of Ideaction, the online idea generation platform.

Advisors to Strengthen Ideas

To support innovative ideas, the OE Program Office has assembled a network of advisors, both on and off campus, to help individuals validate and strengthen their revenue concepts:

- **Functional Experts** on campus are UC Berkeley staff with specialized knowledge about a particular area of campus operations that advise units to develop proposals to align with the University policies.

- **Business Advisors** are alumni and friends of the University who offer valuable insights about markets and industries to strengthen the viability of a potential business idea.

Turning Ideas into Action

The processes, tools, and advisors assembled by the OE Program Office have all been developed with one goal in mind: to turn innovative ideas into action that can create new net revenue to sustain UC Berkeley's academic mission. Look for more information and developments about revenue generation on the OE website.

Berkeley Operational Excellence Program Office

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