

VICE CHANCELLOR, ADMINISTRATION

**Berkeley**  
UNIVERSITY OF CALIFORNIA

**ADMINISTRATIVE  
DIVISION**

**ANNUAL REPORT  
2018–2019**



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# ADMINISTRATIVE DIVISION ANNUAL REPORT

## 2018-2019

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# SERVICE IN SUPPORT OF ACADEMIC EXCELLENCE

I am pleased to present the Annual Report for UC Berkeley's Administrative Division for the fiscal year ending June 30, 2019. It is my hope that this report reaffirms our Division's commitment to transparency and accountability.

The Administrative Division delivers innovative and effective operations that support the faculty, staff, and students of the world's leading public university in furthering their academic and professional pursuits. More than good processes, systems, and tools, the key to operating a university as large and complex as Berkeley comes down to the people. My greatest inspiration as Vice Chancellor comes from my colleagues in the Administrative Division; they bring their best ideas, efforts, and attitudes to work every day.

In addition to reporting financial results, the following pages briefly report the significant milestones and accomplishments for each unit within the Division over the last year, as well as focus areas for the 2019-20 academic year.

Together with my executive leadership team, we are developing solutions to challenges that will enable Berkeley to continue to offer world-class education and research into the future.

Through this work, the Administrative Division aspires to:

- keep campus safe and welcoming;
- maintain classrooms, laboratories, and offices that function well;
- inspire a diverse workforce that is knowledgeable, responsive, and dedicated to the University's mission;
- promote the flow of people, goods, ideas, and information around campus;
- demonstrate sustainability as a core value in our practices, operations, and campus environment;
- commit ourselves to continuous improvement of business processes and procedures;
- act as good stewards of public resources for today's stakeholders and future generations.

I am grateful to my colleagues who have offered their expertise, ideas, and hard work in support of UC Berkeley. I look forward to continuing the conversation with each of you in the coming year.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Fisher', with a large, sweeping flourish above the name.

MARC FISHER  
VICE CHANCELLOR, ADMINISTRATION



C.M. BULL CO.

# VCA BY-THE-NUMBERS

12million

cyber attacks detected and averted annually

67,000

IT support tickets resolved to keep campus productive

700+

contracts and agreements negotiated annually

214,000

purchase orders processed

36%

reduction in campus water usage since 2008

58,000

UCPD service calls

3,800

trees cared for on campus

398tons

surplus campus materials recycled



608million

emails sent by 161,000 bMail users last year

11million

square feet of building space maintained

62,000

human resources and academic personnel tickets serviced

74,000

employment applications submitted to UC Berkeley

10million

campus lightbulbs

138,000

unique connected devices supported by the campus network daily

\$690million

sponsored research grants and awards under management

# ADMINISTRATIVE DIVISION

## 2018–2019 YEAR IN REVIEW

The Administrative Division supports UC Berkeley’s academic mission through strategic policy and managerial leadership of campus operations. Comprised of twelve distinct departments and the Vice Chancellor’s immediate office, the combined division employs staff in service, technical, clerical, management, professional, and police roles.

Departments within the Administrative Division range in size from less than ten employees to several hundred and include:

- Business Process Management Office
- Berkeley Regional Services
- Business Contracts & Brand Protection
- Disability Access & Compliance
- Facilities Services
- Human Resources
- Information Services & Technology
- Parking & Transportation
- Property Management & Library Bindery
- Supply Chain Management
- Sustainability
- UC Police Department
- Vice Chancellor’s Immediate Office

The Administrative Division also serves as the administrative sponsor of International House, an independent 501(c)3 auxiliary organization that provides housing, social, and cultural exchange for international students.

The Division successfully delivered on five focus areas in FY19:

1. improving infrastructure, services, and efficiencies with an engaged and diverse team;
2. completing the implementation and launch of *Berkeley Regional Services*;
3. ensuring the successful implementation of *UCPath* at Berkeley;
4. making progress on Phase II of the *Student Information System* project; and
5. improving campus engagement and access.

Each of these broad focus areas comprised dozens of individual projects and milestones, which are discussed in more detail in this report. In addition to new innovations in many of the units, and the daily services and operations of the Division, two significant structural changes were implemented in FY2019:

- the transition of Campus Shared Services to six distinct service regions known as *Berkeley Regional Services*; and
- UC Berkeley joining the UC-systemwide human resources and payroll system known as *UCPath*.

### **Berkeley Regional Services**

In order to enhance client service, the operations of Campus Shared Services were reorganized into five regions that provide service to clusters of schools and colleges, and a sixth region that serves primarily administrative staff on campus. Collectively, these six regions comprise Berkeley Regional Services.

Launching the six regions while providing service and support to campus was a huge undertaking in FY19. Ongoing process improvement and service integration will be a focus of the Division in FY20.

### UCPath Implementation

In an effort to maximize resources to sustain excellence, the University of California Office of the President (UCOP) identifies and champions opportunities to achieve efficiencies in operations across all ten campuses of the entire UC system. UCPath, a human resources and payroll initiative, is the largest such initiative being led by UCOP.

All UC campuses have traditionally operated as separate business entities; UCPath has introduced a common payroll, timekeeping, human resources, and academic personnel system that will achieve efficiencies on a statewide basis. UCPath includes both a technology platform and a support center located in Riverside, CA, that will eventually serve the University's two hundred thousand employees at all locations. This multiyear effort represents the largest shared services implementation in the nation. Due to the scale and complexity of this endeavor, individual UC campus locations are transitioning into the UCPath system over a number of years. After UCLA, UC Riverside, UC Merced, and UC Santa Barbara, it was Berkeley's turn to transition into the UCPath system in March, 2019.

This implementation took years of preparation and effort by hundreds of staff to accomplish, and the transition was lauded as the most successful in the UC system thus far. Berkeley is now being emulated by UC campuses that have yet to make the transition. In practical terms, one measure of success meant less than 1% of employees reported issues in receiving their first paycheck, a monumental task considering the variety of employees (e.g., faculty, staff, part-time, graduate students, represented, non-represented, professional, hourly, salaried, etc.) required to run a world-class research institution.

Launching a new system is monumental; integrating a new system into existing operations is equally important. Whereas the Administrative Division has much to proud of with the successful launch of UCPath, significant effort will be focused in the coming year to align Berkeley local processes and tools with the platform to stabilize and continually improve service.

### Priorities for the 2019–20 academic year

This report details many goals and projects for the individual departments of the Administrative Division for the 2019-20 academic year. Below please find a few selected highlights that the Division has prioritized to accomplish this year:

- Strengthening the operational efficiency of Berkeley Regional Services will continue be a core focus during the year including process improvements, refining the governance model, evaluating the budget model, and evaluating workforce retention and climate issues.
- Introducing a portfolio management tool for the Division to intake, evaluate, and prioritize projects in alignment with the Vice Chancellor's goals.
- Deploying the IT Governance structure and evaluating its success for possible application of similar models for additional services.
- Launching the new UC Berkeley Advisory Board on Policing and Campus Safety.
- Disability Access and Compliance will draft an Accessibility Transition Plan to guide ADA improvements across campus to help ensure an equitable experience for all Berkeley students, faculty, and staff.
- Supporting the campus master planning effort with an emphasis on Parking and Transportation issues.
- Making further progress on campus carbon reduction goals.
- Building efforts around staff experience with a goal of providing an equitable experience for all.

# ADMINISTRATIVE LEADERSHIP

Joining Vice Chancellor Fisher is an executive team comprised of leaders of each operating unit and key support staff.

## Executive Leadership Team

### Marc Fisher

Vice Chancellor, Administration

### Ann Jeffrey

Assistant Vice Chancellor & Chief of Staff

### Eric Anglim

Director, Property Management & Library Bindery

### Margo Bennett

Chief of Police

### Ella Callow

ADA Coordinator & Section 504 Compliance Officer

### Russell Chung

Chief Procurement Officer

### Larry Conrad

Associate Vice Chancellor, Information Technology  
Chief Information Officer

### Mike Cook

Director, Business Process Management Office

### Michèle Huff

Director, Business Contracts & Brand Production

### Elena Wen Jiang

Chief Financial Officer, Administrative Division

### Sally McGarrahan

Associate Vice Chancellor, Facilities Services

### William W. Reichle

Communications Director

### Jenn Stringer

Assistant Vice Chancellor, Information Technology  
Deputy Chief Information Officer

### Kira Stoll

Director of Sustainability

### Eugene Whitlock

Assistant Vice Chancellor &  
Chief Human Resources Officer

### Seamus Wilmot

Director, Parking & Transportation

Berkeley Regional Services is directed by senior campus leaders in conjunction with Associate Deans and Regional Directors in each of the six regions.

## Berkeley Regional Services

### Paul Alivisatos

Executive Vice Chancellor and Provost  
Berkeley Regional Services Executive Sponsor

### Randy Katz

Vice Chancellor, Research  
Berkeley Regional Services Executive Sponsor

### Marc Fisher

Vice Chancellor, Administration  
Berkeley Regional Services Executive Sponsor  
Regional Vice Chancellor, BEARS Region

### Ann Jeffrey

Assistant Vice Chancellor & Chief of Staff

### Lori Tannyhill

Regional Director, BEARS Region

### Prudence Carter

Dean, Graduate School of Education  
Regional Dean, ProS Region

### Julia Arno

Regional Director, ProS Region

### Karl Van Bibber

Associate Dean, Research, College of Engineering  
Professor of Nuclear Engineering  
Regional Associate Dean, ERSO Region

### Cynthia Weekley

Assistant Dean, HR, College of Engineering  
Executive Director, ERSO Region

### Philip B. Stark

Professor of Statistics  
Regional Associate Dean, Interim, ChaMPS Region

### Samantha Yee

Regional Director, ChaMPS Region

### Rebecca Heald

Professor of Microbiology  
Regional Associate Dean, BEST Region

### Adam Berke

Regional Director, BEST Region

### Max Auffhammer

Professor of International Area Studies and  
Agricultural and Resource Economics  
Regional Associate Dean, SHARE Region

### Teal Sexton

Regional Director, SHARE Region



# MILESTONES AND GOALS BY DEPARTMENT

## Business Process Management Office

The Business Process Management Office provides portfolio and project management, process improvement, and change management services to campus departments to ensure alignment and accountability of strategic projects in support to the administrative division and associated units. The office has been assembled from existing project management, business process improvement, and business transformation personnel to offer a comprehensive look at the organizational improvement efforts happening in the division.

During fiscal year 2019, the Business Process Management Office (BPMP) helped manage the transition from a centralized to a regionalized support structure. The restructure and positioning of staff more locally was designed to provide a higher degree of personalized support to faculty and staff across campus. Specific support of the regional transition included building five new regional websites, creating a new Berkeley Regional Services website and decommissioning the Campus Shared Services site, and developing a Region Finder Tool.

The Business Process Management Office also led the Implementation of a UC-systemwide Tracker I-9 System to improve Federal work authorization compliance. This effort will help UC ensure accuracy, consistency, and reporting and training more than 100 campus users in the new system and processes. A core expertise and strategy of the BPMP is to lead Business Process Improvement Initiatives on operational processes throughout the Division and University. During 2019, BPMP led the efforts to improve the hiring and onboarding of Academic Student Employees and Graduate Student Researchers (ASE/GSR) and Postdoc hiring and appointments, including piloting Payplans to improve the student experience.

As part of its Business Process Improvement initiative, BPMP is utilizing ProMapp, a tool that diagrams processes, connects them between different units to monitor impacts, and acts as an official repository of campus processes. During the year, the BPMP participated in joint discussions with UCOP and UCSD representatives around system-wide strategies and participated in negotiating a UC system-wide contract with the vendor that greatly reduced the cost of using ProMapp for the entire UC system. Over this year, more than 200 additional processes were created in Promapp at Berkeley, focused mostly on UCPath and Facilities Services. Over time, the ProMapp library will continue to grow and become more powerful. To date, there have been more than 100 campus users trained in content creation in Promapp and the BPMP is aiming to make it the single repository for business processes across campus.

The BPMP supported Berkeley Regional Services in its transition to UCPath by facilitating more than 30 design sessions with subject matter experts; developing more than 50 processes in Promapp for the UCPath implementation; coordinating between the Central Human Resources, Central Payroll, and the Academic Personnel Office; facilitating on Summer Salary and the ASE/GSR Fall hiring.

In FY20, the BPMP will continue its focus on documenting business processes across campus and adding them to the ProMapp repository; stabilizing the service regions and streamlining service integration with UCPath; and developing integrated online service functionality that acts as a portal for campus faculty and staff to access campus information systems to better initiate, track, and report service requests.

The Business Process Management Office is led by Director Mike Cook.

## Berkeley Regional Services

Berkeley Regional Services provides reliable, high-quality administrative support to faculty, academics, staff, student employees, and retirees in support of UC Berkeley's mission. BRS provides a full suite of business, human resources and academic personnel, and research administration services that support University operations and compliance.

In 2019, the staff and operations of the former Campus Shared Service were reorganized into five regions that provide service to clusters of schools and colleges, and a sixth region that serves administrative departments. Transitioning staff, processes, and communications to implement this change required the efforts and attention of staff throughout the year. Throughout this implementation, and that of the UCPATH system, the on-going human resources, academic personnel, research administration, and purchasing needs of the University needed to be met. To that end, during the 2018-19 academic year, Berkeley Regional Services prepared and submitted more than 3,000 research proposals; actively managed nearly 5,000 separate awards, and managed more than 61,000 human resources service requests ("tickets").

IT provisioning and desktop support was initially a part of Campus Shared Services and transitioned to the central IT department during the year. Through this transition, IT served 66,300 unique requests for service ("tickets") and the Service Desk handled 57,300 tickets. Desktop support handled 16,900 unique tickets during FY19.

Purchasing and Reimbursements (formerly Business & Financial Services) supported 144,000 purchase orders and transactions during the year.

Berkeley Regional Services is under the Sponsorship of Executive Vice Chancellor and Provost Paul Alivisatos; Vice Chancellor, Administration Marc Fisher; and Vice Chancellor, Research Randy Katz. Each region is administered by an academic leader serving as Regional Associate Dean and a Regional Director with responsibility for day-to-day operations.

### BEARS Region

The BEARS Region serves primarily administrative units and is the largest region in the number of departments and clients served. Since UCPATH went live in April of this year, the BEARS HR team processed more than 22,000 transactions total, including over 5,000 new hires, rehires and transfers. The BEARS region established a Strategic



Members of the BEARS Region

Advisory Board comprised of representatives of client departments working in partnership to determine the strategic priorities of the large region.

BEARS successfully recruited two HR/APS Supervisors and updated the organizational structure of the BEARS Region HR team to improve both transactional efficiency and service delivery focus. BEARS also increased Research Administration staffing to support departments that had not previously received RA services. BEARS also met with and deployed a HR support partnership with the Berkeley Art Museum and Pacific Film Archive (BAMPFA).

In FY20, BEARS will focus on business process improvements and improved integration with UCPath. The BEARS region is led by Vice Chancellor Marc Fisher and is under the operational direction of Regional Director Lori Tannyhill.

### **BEST Region**

The Best Region supports the College of Natural Resources, the Division of Biological Sciences, and affiliated research centers, museums, and field stations. In its first year, regional leaders prioritized strengthening the ties between Human Resources, Research Administration, and Purchasing, and the science they all support, with the BEST Region *Science Chat* series.

Significant effort was made to improve processes, working relationships and improved role definition between departments and the regional staff. This included inviting and engaging staff at all levels of the organization in continuous improvement efforts. Also during the year, a series of BEST HR/RA meetings was designed to strengthen the ties between HR and RA. In the current academic year, the focus will be on restructuring and flattening HR leadership to be more responsive to managerial initiatives. Regional leadership will also help to improve Academic Personnel expertise through education and training. A significant body of work will include streamlining transactional work for entering requests into the new UCPath system. The BEST Region will also pilot and provide valuable feedback for new workflow tools for HR/RA approvals.

The BEST Region is under the leadership of Rebecca Heald, Professor of Cell and Developmental Biology and Regional Associate Dean, and the operational leadership of Regional Director Adam Berke.

### **ChaMPS Region**

Beginning in February 2018 with just 34 staff, ChaMPS initially served the College of Chemistry and the Division of Mathematical and Physical Sciences. By the fall of 2018, other affiliated research units and centers joined the region, including the Space Sciences Lab, which joined in February. ChaMPS now has a dedicated and growing staff of 56.

ChaMPS's focus in FY19 was on standardization, collaboration, and communication. The region sought feedback to enhance monthly funding projections and end date reporting. ChaMPS also collaborated on special projects with the Business Process Management Office with input from departments, including improving efforts of the hiring and onboarding of post-docs. ChaMPS staff from the HR and RA units regularly meet as the 'ChaMPS Council' to discuss cross-unit matters. Communications have been expanded to include comprehensive meeting minutes to stakeholders, regular news-postings, and the community newsletter.

To meet the needs of ChaMPS expanding portfolio, the region has cross-trained staff where needed and secured additional workspace. Selected team milestones are that the RA team cleaned up inherited awards and kept active funds in good standing, the HR team is more than three quarters through three years of inherited backlog of academic cases, and P&R has reduced the purchasing process time from up to 21 days to an average of less than two business days.

In FY20, ChaMPS has an aggressive list of process improvements priorities including developing and measuring performance metrics, enhancing its website, and developing a transparent and equitable workload models for staff. At the end of FY19, Ron Cohen concluded his appointment as the founding Regional Associate Dean of ChaMPS. The Region is grateful for Ron's tireless efforts and advocacy for administrators and faculty.



Executive Director Cynthia Weekley with members of the ERSO Region

The ChaMPS region is under the direction of Philip B. Stark, Professor of Statistics and Interim Regional Associate Dean, and the operational leadership of Regional Director Samantha Yee.

### ERSO Region

ERSO is the original service region and serves the College of Engineering, the School of Information, the College of Environmental Design, the Division of Data Science, and affiliated organized research units and centers. The UCPath implementation was the focus for much of the 2019 academic year in ERSO. In FY20, ERSO is focusing on stabilizing operations, regaining operational efficiency that was interrupted during this transition, partnering with the ERSO community to ensure excellent service delivery. ERSO is also working on various technical projects to enhance UCPath processing timelines and leveraging its Intranet System to reduce manual data entry and streamline HR requests. Also in the coming year, ERSO will take a renewed focus on employee professional development.

The ERSO region is under the direction of Karl Van Bibber, Professor of Nuclear Engineering and Associate Dean, Research, in the College of Engineering; and the operational leadership of Cynthia Weekley, Assistant Dean, HR, College of Engineering and Executive Director, ERSO.

### ProS Region

The ProS Region launched in December, 2018, and serves the majority of professional schools including:

- Haas School of Business
- Berkeley Law
- School of Education
- School of Information
- School of Journalism
- School of Optometry
- School of Public Health
- Goldman School of Public Policy
- School of Social Welfare
- UC Berkeley Extension

The ProS region is unique in that it has far more Deans and CAOs than other regions, requiring a strategic approach to governance and communication. During 2019, meetings were held with the Deans and CAOs to design and deploy a governance structure that could adequately address the needs of clients. Governance includes an Executive Council, comprised of three Deans and their respective CAOs, and an Advisory Council, comprised of the CAOs from each regional school.

At the onset, the region was understaffed by ten research administrator positions and emphasis was placed on recruiting in this vital area. Eight new RAs were hired and on-boarded by June, 2019. Also during the FY19 year, the ProS Human Resources team restructured in anticipation of the UCPATH system integration. A new Operations Supervisor was hired to oversee and assist with integration of the new transaction types and activities associated with implementation of the new system.

The ProS region also hired a new Purchasing and Reimbursements Supervisor and conducted a timeline review of all P&R services, enabling it to promote quicker processing of transactions and better quality of service for our clients. ProS also posted information regarding all P&R transaction types and timelines-to-completion on the ProS website.

ProS identified new on-campus space in 2019 for ProS RA staff in Hearst Gymnasium and anticipates that staff will be operational in the new space by no later than June, 2020.

The ProS Region is under the leadership of Prudence Carter, Dean of the Graduate School of Education, and the operational leadership of regional Director Julia Arno.

## SHARE Region

The SHARE Region launched in January, 2019, and serves the Division of Social Sciences, the Division of Arts & Humanities, the Undergraduate Division, and related research units. From the beginning, the region placed an emphasis on communication to support its clients through the UCPATH and regional transitions. The timing of the launch required an immediate focus on integration with UCPATH just 90 days later; followed by an implementation of a new Reader/Tutor timekeeping system over the summer. As part of the launch, regional Human Resources, Payroll, and Purchasing moved to co-locate in offices at UC Berkeley's Fourth Street administrative offices.

In 2020, the region will participate in the Onboarding Pilot improvement project; migrate from the custom ServiceNow ticketing platform to a new HR Service Platform; train regional staff in CalAnswers HR and Finance reporting; cross-train purchasing, HRIM, and payroll specialist to form one transaction support team; and develop metrics for tracking demand and success to optimize workforce staffing needs.

The SHARE region is under the direction of Professor Max Auffhammer, Regional Associate Dean, and the operational direction of Teal Sexton, Regional Director.



Regional Director Teal Sexton with members of the SHARE Region

## Business Contracts & Brand Protection

Business Contracts & Brand Protection (BCBP) oversees business contracts for the Berkeley campus and provides guidance on trademarks and intellectual property. Core to its values is conducting operations in a socially responsible manner to further the University's mission.

In fiscal year 2019, BCBP reorganized the project intake and outflow systems to reduce contract processing times, upgraded and enhanced the functionality and flexibility of the Business Contracts Management system, and hired a new Senior Business Contract Officer to backfill a vacancy created the previous year. With turnover on staff following the retirement of two long-term members of the BCBP team, a new internal operations manual was created to assist BCBP staff with onboarding and cross-training.

2018-19 activities included campus training on the Business Contracts Management System and presenting at on-campus events. BCBP partnered with the Global Engagement Office on campus to develop international brand use guidelines for faculty.

In the 2019-20 fiscal year, BCBP will continue to educate campus clients on BCBP process and services through outreach. The office will support the University Partnership Program system-wide two-year pilot program with UC Office of the President by drafting, reviewing and negotiating strategic, multi-campus sponsorship/partnership contracts for multiple UC campus locations. This will include hiring additional staff to support both the UPP system-wide pilot and to provide additional support to brand protection efforts.

BCBP is also developing a system to track use of name & brand requests and misuse of name & brand reports, and to identify trademark trends. The work of reviewing contracts is growing and the office will continue to update and create templates and implement delegations of authority for approved templates to increase efficiency in processing contracts.

Business Contracts & Brand Protection is led by Director Michèle Huff.

## Disability Access & Compliance

Disability Access & Compliance (DAC) was established in FY19 to connect the UC Berkeley community with the resources, training, evaluative tools, and services that support equal access to students, staff, faculty, and visitors with disabilities, to participate in university-sponsored non-course-related programs or activities.

In collaboration with our community, Disability Access & Compliance:

- Strives to create a university environment universally accessible to all regardless of their relative level of ability;
- Honors UC Berkeley's critical role in the history of the Disability Rights Movement and works to build on the efforts of those past disability advocates;
- Searches for opportunities to engage the campus in embracing equitable and inclusive practices encompassing the broadest spectrum of disabilities.
- DAC offers a combination of direct services and accommodations to people with disabilities, consultations for campus units in support of people with disabilities, accessibility assessments, and compliance mandates in accordance with federal, state, and local law.

DAC had a productive 2018-19. In its initial year, DAC prepared a smooth exit plan from the Gustafson Settlement Agreement, allowing it to launch a new era in which the campus can develop priorities centered around the current needs and aspirations of the disability community and the ADA generation (the generation born after passage of the ADA).

A focus of the year was collapsing multiple, outdated websites that contained pieces of disability compliance information into one site where community members can find information on disability compliance and access. DAC facilitated and funded construction projects, including the building of a \$75,000 ramp to increase access to the new Disabled Student' Program proctoring center; provided consultation, advisement and technical assistance across a broad array of complex



(From left) Lucy Greco, Stephanie Dunn, Dana Lund, and Anna Gazdowicz attending the 2019 ONE IT Summit

situations facing the enterprise, including working with the Department of Intercollegiate Athletics and Parking & Transportation to develop responses to the challenges of sports Game Days for attendees with disabilities.

In the coming year, DAC will launch the Chancellor's Advisory Committee on Disability Inclusion to ensure the Chancellor has information regarding the needs and aspirations of the disability community.

DAC will complete an ADA Transition Plan & Self-Evaluation, defined and mandated for Title II entities under the Americans with Disabilities Act. Campus executed a Transition Plan and Self Evaluation (TP/SE) in the early 1990s; immediately on passage of the Americans with Disabilities Act.

Specifically to digital offerings, DAC is working to create trainings onto its website to provide easy, accessible training on a myriad of disability compliance issues, while continuing to collaborate with Disability Management Services, Human Resources, and others to develop trainings for inclusion in other spaces.

DAC will continue to collaborate with students, staff and faculty in FY20 to facilitate the establishment of a Disability Community Center on campus.

Disability Access & Compliance is under the direction of Ella Callow, ADA Coordinator and Section 504 Compliance Officer.

## Facilities Services

Facilities Services works to maintain a campus built environment that is conducive to teaching, learning, and research. The department strives to continuously improve the campus in partnership with all members of the University community and ensure that classrooms, laboratories, and offices are all maintained and function well. Facilities Services manages the asset management program, the Cal Zero Waste program, custodial services, engineering and technical services, environmental services, grounds operations, inspection services, maintenance, and seismic safety.

Facilities Services maintains more than 11 million square feet of building spaces on the Berkeley campus, including nurturing 3,800 trees and 33 acres of lawn on 1,085 acres on campus. Part of this endeavor requires managing and maintaining more than 200,000 pieces of equipment.

During the 2018-19 academic year, Facilities Services received and issued nearly 70,000 work orders for both reactive and preventive maintenance issues; developed a database for maintenance, modernization, and renewal costs for all facilities; developed a three-year strategic plan; reduced energy use by 10M Kwh/year through targeted efficiency efforts; released a campus wide satisfaction survey resulting in identified focus areas; revamped the department website; completed a tree inventory for the core campus



identifying more than 200 different tree species; continued deployment of Solar Bellies waste and recycling containers for 85 percent of core campus; converted multiple buildings to Zero Waste; and partnered on three student gardening projects.

The Asset Management Team continues to gather data to maximize system efficiencies, specifically: space and room categorizations, asset data input into the Maximo system, building data for deferred maintenance fund modeling, asset labeling, and initiating operational projects to maximize resource efficiencies.

The Asset Management Data Analysis Team performs benchmark maintenance cost analysis for critical buildings, and continues to measure building performance to strategize optimal service delivery methods, asset life cycle costing, and estimates for project management delivery models.

Asset Management has managed the Integrated Campus Asset Management Program (ICAMP), initiated in March 2019, and has collected facility condition assessment data for 6.5M square feet of campus buildings. The remainder is targeted for completion by June 2020. Over 8,000 critical deficiencies have been identified through this process for potential remediation within the next three annual state funding cycles.

Facilities Services received multiple awards and recognitions throughout the year including awards for best practices at the California Higher Education Sustainability conference; the new Connie and Kevin Chou Hall at the Haas School of Business is the first academic building to achieve US Green Building Council's TRUE Zero Waste Platinum Certification; the Pac-12 Student Athlete Engagement Award; and the Pac-12 Road to Zero Waste Basketball Competition (for the fifth consecutive year).

FY2019 was the first full year that Berkeley had operational control over its Cogeneration plant. From August 2017 through October 2019, the Cogen plant has supplied 89.1% of campus electrical energy needs. The campus uses 15% more in thermal energy (i.e., steam) than electrical energy; all delivered by the central heating plant.

Although not a part of FY19, the Berkeley campus endured two electrical power outages during October, 2019, that caused the cancellation of classes and termination of research activity and the Cogen plant proved instrumental in keeping critical campus operations functioning.

Through the efforts of Facilities Services trades people, the Facilities Services engineering team, and the Cogen plant operators, Berkeley was able to ride out the two power outages in "Island Mode." Facilities Services Engineers determined that the campus electrical load could stay below the 23 megawatt threshold of the cogen plant by limiting campus operations. By limiting operations, the cogeneration plant provided sufficient power to keep students safe and critical research protected.

For the 2019-20 academic year, Facilities Services has several goals including implementing the first year of its new strategic plan; pursuing campus energy planning, including planning for additional electrical generation capacity, while also planning for the campus' future move to a carbon neutral energy delivery model.

During the year, Facilities Services is planning to release a second campuswide satisfaction survey building upon the results of the initial survey.

Facilities Services received a \$3.6M grant from CalFire which will be used for fire mitigation in the Hill Area; primarily by executing evacuation route vegetation management.

Campus Design Standards will be updated along with the campus' Energy Policy to incorporate the campus and system's energy efficiency goals.

The University is developing a comprehensive tree maintenance program based on the results of a recent tree health survey; developing quantified service levels; and becoming a bee-friendly campus.

Facilities Services is under the direction of Associate Vice Chancellor Sally McGarrahan.

## Human Resources

Human Resources (HR) fully supports and engages employees with the Chancellor's top priorities and campus strategic plan by bringing clarity and efficiency to human resources processes and structures through collaboration and transparent communications. HR helps create a workplace where people are valued and respected for who they are and have equitable opportunities to both succeed and advance.

The department seeks development opportunities beyond training to create deeper engagement, higher trust, and better performance, all furthering community in the institution.

### Key areas of HR include:

- Talent Acquisition
- Compensation
- Benefits
- Labor and Employee Relations
- Performance Management
- People & Organization Development

A core focus for HR during FY19 was executing the successful transition to UCPATH – the systemwide solution for human resources, payroll, benefits, and academic personnel. Five UC locations had transitioned to UCPATH over the past two years before Berkeley went live in March of 2019. More than 27,000 faculty, staff, and student employees gained 24/7 access to their records in UCPATH while nearly 1,000 transactional users in Berkeley Regional Services, central units, and campus departments begin processing transactions in the system. Conversion metrics suggest that Berkeley's UCPATH rollout was by far the most successful in the UC system to date; and that future campus rollouts will look to Berkeley's model as a best practice.

Also in 2019, HR launched a new talent acquisition model that offers in-house Executive Search services to achieve cost efficiency, improve consistency, and positively impact internal mobility, diversity, and engagement.

HR focuses on people and culture at Berkeley, and includes programs and opportunities that improve engagement and performance. An example is leveraging Berkeley's brand to develop a shared collaboration mindset among all employees.

A core focus of HR is to improve and evolve Berkeley's approach to performance management. In 2019, HR piloted several key enhancements with six units and more than a thousand staff. These enhancements included, *Continuous Conversations*, *Growing as a Coach* manager training, and a new online tool which together form the basis of a comprehensive new performance development program called *Achieve Together*.

Equity and inclusion are core values for both UC Berkeley and Human Resources. In collaboration with numerous campus partners, HR implemented additional programming for groups including the *Faculty Leadership Academy*, the *UC Berkeley Women's Initiative*, and the *Leadership and Career Enhancement Program for Staff of Color*. Also, notably during 2019, HR launched the *Berkeley People Management Certificate Series* to promote manager and supervisor skills development.

Now that Berkeley is operating in the UCPATH system, it will continue to focus on process handoffs and interfaces to stabilize and streamline operations. In this coming year, Human Resources will prioritize support of the regional model reorganization and UCPATH transition in strengthening how departmental HR support is deployed.

Human Resources will leverage the success of its performance development pilot, and will fully launch its new program, *Achieve Together*, across non-represented staff campus-wide in FY20. The department will also continue developing an organization-wide equity and inclusion strategy, goals, and accountability.

During fiscal year 2019, HR was under the direction of Interim Assistant Vice Chancellor and Chief Human Resources Officer Jo Mackness. After an extensive nationwide search, Berkeley named Eugene Whitlock as its new Assistant Vice Chancellor and Chief Human Resources Officer in August 2019. Under his leadership, HR will continue to support the Chancellor's five priorities with an emphasis on building community and enhancing diversity and inclusion.



(From left) Kerry Hays, Jen Bellenger, Issac Mankita, and Dave Browne attending the 2019 ONE IT Summit

## Information Services & Technology

Information Services & Technology is responsible for the strategic oversight of campus wide information technology and leads the IT planning effort. IST coordinates and collaborates with IT-service units on campus to support the University's mission of teaching, research, and public service. IST's dedicated staff of more than 300 professionals partner with other IT departments across campus to provide technical support and services for students, faculty, staff, and alumni.

### IT supports:

- more than 16,000 desktops, laptops, tablets, servers, and virtual machines;
- detecting and avoiding more than 12 million cyber attacks on the campus network annually;
- supporting more than 154,000 unique devices accessing the campus daily (double the number since 2017);
- maintaining nearly 18,000 phone lines for voice and data; and
- serving more than 160,000 bMail users who collectively sent more than 600 million email messages last year.

During the 2018-19 academic year, a key focus for IST was the successful planning and implementation of UCPATH, enabling Berkeley's 23,000 faculty, staff, and student employees to get paid accurately and on-time with very few issues reported. IST created a new program to support the *Reimagining IT* strategy focused on improving diversity, Inclusion and equity issues for all campus IT staff. The focus has been on identifying, prioritizing, and making recommendations for tactics to move the program forward.

The *Digital Learning Initiative* brings to Berkeley expertise in digital pedagogy, content, and learning analytics. By empowering faculty in the creation and analysis of digital content for learning and teaching, the DLI answers the call of the campus strategic plan to make greater use of technology as a tool to expand access and improve the quality and relevance of instruction.

In June, IST launched the bSecure Remote Access VPN (Virtual Private Network) service, using the Palo Alto Networks GlobalProtect software to the campus community. This service allows users to securely access the UC Berkeley network from outside of campus and encrypts the information sent through the network.

Since 2016, IST has experienced a net gain of over 2,100 wireless access points, with a current total of 6,437 now available across campus and our

supported off-campus facilities. Upgrades are in progress with an overall goal to double the number of access points, using equipment that supports the latest technology. The Wi-Fi network supports more than 154,000 unique devices and more than 50 terabytes of data traffic on a daily basis when school is in session.

IST continues to prioritize accessibility and usability of all campus websites and online resources so that we can promote equity of experience for all campus users. This effort includes critical services, digital learning resources, and online course content, all of which are integral to our students, staff, faculty, alumni and the public. In this effort, IST collaborates with the Disabled Student Program, and the Disability and Access Compliance. As part of this effort, IST rolled out Ally software to ensure the creation of more accessible course content for students and faculty. This project is part of the IST Digital Learning Initiative to make digital content more accessible and user-friendly for all UC Berkeley students.

After the launch of the new Student Information System, IST is now supporting a Phase 2 to complete critically needed system and feature enhancements that will improve the utility of UC Berkeley's implementation of PeopleSoft Campus Solutions. The SIS Phase 2 project includes all crucial student information: admissions, financial aid, registration, enrollment, course management, advising, billing and payments, records, and more.

During the year, IST also deployed the Secure Research Data and Compute system, a campus-wide effort to provide new and improved services for researchers working with restricted data. The proposed platform will include high performance computing, virtual machines, and shared storage.

In December 2018, IST was able to decommission the redundant BAIRS reporting application to fully support the CalAnswers platform. New dashboards launched in 2019 include an easy way to view graduate and undergraduate applicants, and HR dashboards were updated as part of the UCPath conversion.

Cloud computing advanced this year, helping to meet the evolving needs and demand by streamlining cloud procurement, continuing to move to modern workplace practices, and developing resilient cloud-aligned IT architectures. Declared in 2017 as goals for this area, IST has now migrated the University's main website and other services to AWS; launched v1 Cloud Resource Center and ITAIC/DevOps workgroup (CIAT); secured University-wide cloud contracts for AWS, Azure and GCP; provided Kubernetes training to 60 people; and launched the UC Berkeley Cloud Computing Meetup community user group.

The Student Computing@Cal project aims to transform the entire student computing experience at UC Berkeley while reducing redundancy and creating new services that can scale across campus.

During the last academic year, the project conducted a laptop focus groups and piloting print service providing printer location map to students; conducted a student computing device pilot; launched a student print kiosk pilot; launched Pharos MobilePrint for wireless printing; and integrated outreach into the new student experience via *CalCentral* and *Golden Bear Orientation*.

The Data and Platform Services Team collaborated with more than 90 IT units to help them join the Campus' Windows Active Directory Infrastructure. IST Data and Platform Services manages the UC Berkeley Active Directory to address issues such as just-in-time administration with Privileged Access Management (PAM); location-independent access to resources; and Microsoft Windows platform manageability and security.

With more than 300 IT staff in IST, IT professional development is a priority. During the year, IST launched a new Professional Development website to aggregate resources available to IT staff in one location.

IST is focused on several new and ongoing projects in the 2019-20 academic year, including:

- Instructional Resilience
- Strengthen IT Enterprise Operations
- SIS Phase 2
- Secure Research Data and Computation



Staff participating in business process improvement exercise led by the Business Process Management Office.

- Next Gen Wi-Fi
- Security IS-3
- Launch Cloud Management and Container Platforms
- Open Access
- One IT Diversity and Inclusion
- Campus Campaign Technologies
- Student Advising Support
- Digital Learning Initiative
- IT Professional Development
- Data Science Tools and Infrastructure
- Student Computing@Cal
- Enterprise Data Lake
- Regional Service Model Tools
- Campus IT Governance
- UCSF Strategic Partnership
- Connected Campus

Information Services and Technology is under the leadership of Larry Conrad, Associate Vice Chancellor, Information Technology & Chief Information Officer; and Jenn Stringer, Assistant Vice Chancellor, Information Technology & Deputy Chief Information Officer.

## Parking & Transportation

Parking & Transportation provides a full range of parking and transportation services to a diverse community of more than 40,000 students and 15,000 faculty and staff on campus, in the City of Berkeley, and around the San Francisco Bay Area. Parking & Transportation is dedicated to delivering transportation systems that complement long-term growth and development of the University, and enhance and protect the physical attributes of the campus and surrounding area. Keeping tens of thousands of people moving in and around the Berkeley campus requires several programs: Parking & Transportation oversees Campus Shuttles, public transportation passes, the campus bikeshare program, carpools, Uber and Lyft pickup and drop off sites, campus parking permits, citations, special event parking, accessible transport, and night safety programs.

In addition to managing the above programs in fiscal year 2019, Parking & Transportation introduced several new innovations including mobile credit card payments for special events; acquiring an additional electric vehicle for the LOOP program; upgrading rider dispatch system

for the LOOP program to accommodate visually impaired members of our community; collaborating with a professor from the College of Engineering to install eight electric vehicle (EV) chargers in the Recreational Sports Facility (RSF) garage (available in February 2020); and applying for and receiving grant funding to expand the discounted bike share program to students in financial need.

In the coming year, Parking & Transportation will continue the campus commitment to sustainability by installing solar powered EV charging at the Foothill Parking lot. Also coming this year, drivers will be able to access real-time occupancy sensors directing them to available parking in campus parking lots. Parking & Transportation will participate in the International Parking and Mobility Institute certification program (IPMI Certification) in the current academic year.

Parking & Transportation is under the direction of Seamus Wilmot.

## Property Management & Library Bindery

Property Management is responsible for post-purchase processes associated with many of the physical goods needed for teaching, research, and public service. The Department provides accurate and timely delivery of purchased goods; management and control of inventory and non-inventorial equipment; sale and disposal of surplus UC Berkeley campus property; acquisition, assistance, and management of the University's fleet of vehicles; and special event services.

In FY19, Property Management's Central Distribution unit picked-up and delivered 18,555 parcels on campus with a gross weight of more than 625 tons. The delivery schedule goal of next day or "as scheduled" was achieved at 100%. The Equipment Management department managed nearly 55,000 individual inventoried and non-inventoried items representing a total value of \$774M.



Jared Espina of Supply Chain Management



Chief Procurement Officer Russ Chung with members of Supply Chain Management

With a campus as large and complex as UC Berkeley, moving people and material around campus is frequent and complex. The Moving and Event Services unit successfully managed 2,184 moves in FY19. The Fleet Services department managed 536 UC Berkeley vehicles (including both campus vehicles and those at remote field stations).

Excess and Surplus removes property and equipment that is no longer needed for teaching and research and disposes of it to return maximum value to the University. The unit sells equipment to the public at its warehouse in Richmond, CA.

UC Library Bindery Services provides durable, high-quality library and book binding services to the entire UC system.

In FY20 Property Management will work with the Business Process Management Office to develop process maps of its extensive processes to create efficiencies and eliminate redundant and unnecessary steps.

Property Management & Library Bindery is under the Direction of Eric Anglim.

## Supply Chain Management

Supply Chain Management provides procurement and supply chain services that support Berkeley’s academic mission by delivering best value business and procurement contracts, transactions, and advice. The department strives to mitigate risk and protect the University by ensuring the highest level of compliance with University policy and applicable local, State, and Federal laws and regulations.

During the 2018-19 school year, Supply Chain made significant progress in simplifying procurement processes including implementing “Fast Track” approvals for catalog orders and low value non-catalog orders. In the first month of implementation, this improved same-day approvals by 43% and 63% of requisitions are approved and purchase orders issued in one day or less. During the year, SCM also reduced workload by modifying requirements for backup documentation for orders under established dollar thresholds. SCM worked with several schools and colleges to identify frequent transactions in order to reduce processing time.

SCM worked closely with UC Berkeley’s Controller’s Office on several efficiency efforts including implementing a single UC Berkeley Business &



(from left) Michael Thompson, Ben Perez, and Vice Chancellor Marc Fisher at the Sustainability Summit.

Amazon Prime Account across campus; assisting laboratories on small budgets to purchase used equipment; and implementing 3-way Match for receipts to speed and simplify transactions. The office also executed Master Service Agreements with local catering firms & hotels to reduce lead-times, manage risk, and drive sustainable food practices.

At the end of the year, Supply Chain completed an Office of Naval Research procurement compliance audit with zero deficiencies and high praise by auditors for procurement documentation and system processes.

Looking forward to the 2019-20 academic year, Supply Chain will continue efforts to lean and simplify the procurement process by adding additional catalogs; improving the non-catalog purchasing process in BearBuy; adding mobile and email approvals for purchase requisitions; and taking steps to improve the BearBuy experience for all shoppers. SCM is also improving the Vendor On-Boarding process with the Controller's Office and Accounts Payable to increase focus on sustainable and diverse supplier procurement practices.

Supply Chain Management is under the direction of Chief Procurement Officer Russell Chung.

## Office of Sustainability

The Office of Sustainability sets and meets sustainability goals through planning, project implementation, partnerships, and community engagement. The mission of the Office is to integrate cutting-edge practices into operations while fostering a culture of sustainability. The Office leads efforts to achieve carbon neutrality and zero waste with a focus on renewable energy, resource saving and stewardship, greening the built environs, and inspiring resilient and inclusive institutional change.

The Office achieved several accolades and milestones in 2019. In its first submission, Berkeley earned a high Gold rating in the Sustainability, Tracking, Assessment & Rating (STARS) System used by more than 900 colleges and universities to establish environmental and social sustainability credentials. Berkeley's score came in 11th highest of the 349 institutions with an active STARS rating, a noteworthy achievement for a first-time submission and for a large institution. Berkeley outpaced all UC campus locations in Spring, 2019, to take 1st place and be crowned the *Coollest UC* in the UC-systemwide *Cool Campus Challenge*. More than

4,000 Berkeley faculty, staff, and students engaged in the month-long competition taking actions to reduce the campus carbon footprint.

The Office facilitated the all-electric/carbon neutral design of Berkeley's two newest building projects and facilitated Berkeley's benefits from two State greenhouse gas emissions regulatory processes resulting in avoided costs to the campus of between \$3M to \$5M annually.

In the coming year, the Office of Sustainability will advance the new campus energy system planning and financing options in support of carbon neutrality and develop onsite Solar PV systems and storage as well as electric vehicle (EV) charging capacity.

The Office will collaborate with Capital Strategies to integrate sustainability into the campus Long Range Development Plan, the Campus Master Plan, and the Housing strategy. The Office and the Chancellor's Advisory Committee on Sustainability is engaging with student leaders and campus stakeholders to address ways to improve diversity, equity, and inclusivity in campus sustainability initiatives.

The Office of Sustainability is under the leadership of Director of Sustainability Kira Stoll.

## UC Police Department

UCPD has primary law enforcement jurisdiction on the Berkeley campus and associated University properties. Officers receive the same basic training as city and county peace officers throughout the state, plus additional training to meet the unique needs of the Berkeley campus environment. The department handles all patrol, crime prevention, education, emergency preparedness, and related law enforcement duties for the campus community and operates 24 hours a day, seven days a week. UCPD coordinates with the City of Berkeley, operating joint patrol programs in the south campus area, and communicating at all levels to ensure the effective provision of police services.

In addition to providing community service to tens of thousands of calls during the 2018-19 academic year, UCPD hired four new officers (including two Cal alumni); implemented body worn cameras and vehicle cameras, prepared for new computer-aided dispatch, report management, and report writing systems; and supported campus authorized alarms card key access, video system implementation and management, and campus metal key systems.

UCPD is under the leadership and command of Chief of Police Margo Bennett.



Student Community Service Officers

## International House

International House is a multicultural residential “living and learning” center of nearly 600 students and scholars from more than 70 countries, including the United States, who attend UC Berkeley. Its mission is to foster intercultural respect, understanding, lifelong friendships, and leadership skills to promote a more tolerant and peaceful world. Founded in 1930 with a charitable gift from John D. Rockefeller, Jr., I-House is a non-profit organization with a remarkable history and is part of a network of International Houses Worldwide.

The I-House developed and deployed many programs during the 2019 academic year, but is most proud of achieving an overall satisfaction rate of 97% from academic year residents in its annual survey. The positive experience that international students enjoy, and contribute to, at Berkeley centers around a vibrant I-House community.

Over the course of the year, the I-House advanced the work of the Robertson Center for Intercultural Leadership with more than a half dozen new clients both on and off campus.

The International House was able to award nearly \$775K in I-House generated financial aid funds, averaging \$5,825 per awarded resident. Financial aid funds are intended to keep increasing the academic, economic and geographic diversity of the I-House resident body.

Communicating the importance of I-House programs to alumni is vital to providing programs and financial aid packages, and monies raised in the 2019 Big Give program increased by 68%.

The highlight of the year for the alumni and donor community is a widely acclaimed fundraising gala. This year’s gala, held on May 9, featured I-House alumna Oona King, Google’s chief diversity officer.

During the 2020 academic year, the International House will focus on working with UC Berkeley Capital Projects, for needed seismic retrofits to the I-House facility. At the same time, I-House will capture efficiencies in the sequencing of other approved capital improvements so that the following projects can be completed concurrently with the seismic retrofit process:

- Recapturing 18 resident rooms in I-House used by the Berkeley International Office and reconvert them back into resident spaces to accommodate up to 30 additional residents;
- Completing streetscape improvements on Piedmont Avenue by enhancing the vehicle drop-off zone, repositioning the ADA ramp, widening the patio, improving access to the I-House Cafe, and placing new light poles/ fixtures;
- Renovating the Gamble Lounge and Sproul Kitchen space so residents have a more modern and usable space in which to prepare and share their own cultural heritage delicacies for friends and visitors.

I-House places strong emphasis on building and sustaining strong partnerships with various campus entities such as the Graduate Division and the Center for African Studies which supports the MasterCard Fellows program. These partnerships ensure a better experience for international students at Berkeley.

Hans Giesecke serves as Executive Director and Chief Executive Officer of International House. As an independently-operated 501(c)3 organization, International House Berkeley’s Board of Directors is chaired by the Chancellor of the University and cooperates extensively with various campus divisions, schools, and colleges.

## Vice Chancellor, Administration Immediate Office

The Vice Chancellor’s immediate office coordinates the activities, communications, policy development, budgets, and strategic initiatives of the Vice Chancellor and the Executive Leadership Team.

The immediate office is led by Vice Chancellor Marc Fisher and is under the operational leadership of Assistant Vice Chancellor and Chief of Staff Ann Jeffrey.





# FINANCIAL OPERATING RESULTS: CONSOLIDATED DIVISION AND DEPARTMENTAL

<b>Administrative Division</b>	<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Actual</b>	<b>2019-20 Budget</b>
Total Revenue	\$ 16,419	\$ 14,984	\$ 14,850	\$ 16,264
Operating Transfers	\$ 195,001	\$ 234,576	\$ 235,527	\$ 250,549
Total Revenue & Transfers	\$ 211,420	\$ 249,560	\$ 250,377	\$ 266,813
Total Compensation	\$ 175,713	\$ 199,282	\$ 201,118	\$ 217,947
Total Non-Compensation	\$ 39,469	\$ 51,570	\$ 46,680	\$ 40,978
Total Expenses	\$ 215,182	\$ 250,852	\$ 247,797	\$ 258,925
Net Operating Surplus/(Deficit)	\$ (3,762)	\$ (1,292)	\$ 2,580	\$ 7,888
Change in Fund Balance	\$ (12,449)	\$ (7,233)	\$ (6,823)	\$ (10,556)
Change in Net Assets	\$ (16,211)	\$ (8,525)	\$ (4,243)	\$ (2,668)
Beginning Balance	\$ 39,254	\$ 23,094	\$ 14,621	\$ 13,586
Ending Balance	\$ 23,043	\$ 14,569	\$ 10,378	\$ 10,918

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s. International House has a special financial arrangement with an Agency Fund. The data in Current Funds only represents a few activities that must use a Current Fund.

## Administrative Division – Consolidated Operations

The Administrative Division includes twelve distinct departments and the Vice Chancellor's immediate office. The Division also serves as the administrative sponsor of International House, an independent 501(c)3 auxiliary organization. Operating results for individual departments within the Division are listed on the following pages.

<b>Business Process Management Office</b>	<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Actual</b>	<b>2019-20 Budget</b>
Total Revenue	\$ 0	\$ 0	\$ 0	\$ 0
Operating Transfers	\$ 0	\$ 0	\$ 789	\$ 1,901
Total Revenue & Transfers	\$ 0	\$ 0	\$ 789	\$ 1,901
Total Compensation	\$ 0	\$ 0	\$ 752	\$ 1,939
Total Non-Compensation	\$ 0	\$ 0	\$ 37	\$ 126
Total Expenses	\$ 0	\$ 0	\$ 789	\$ 2,065
Net Operating Surplus/(Deficit)	\$ 0	\$ 0	\$ 0	\$ (164)
Change in Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0
Change in Net Assets	\$ 0	\$ 0	\$ 0	\$ (164)
Beginning Balance	\$ 0	\$ 0	\$ 0	\$ (261)
Ending Balance	\$ 0	\$ 0	\$ 0	\$ (424)

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

## Business Process Management Office

The Business Process Management Office was established in 2018-19 to provide portfolio and project management, process improvement, and change management services to campus departments to ensure alignment and accountability of strategic projects.

## Berkeley Regional Services

Berkeley Regional Services provides reliable high-quality administrative support to faculty, academics, staff, student employees, and retirees in support of UC Berkeley's mission. BRS provides a full suite of business services, human resources, academic personnel, and research administration services.

Berkeley Regional Services	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 18	\$ 7	\$ 171	\$ 0
Operating Transfers	\$ 24,201	\$ 55,054	\$ 53,939	\$ 51,565
Total Revenue & Transfers	\$ 24,219	\$ 55,061	\$ 54,110	\$ 51,565
Total Compensation	\$ 50,848	\$ 51,099	\$ 46,612	\$ 48,209
Total Non-Compensation	\$ 3,428	\$ 2,716	\$ 4,352	\$ 3,059
Total Expenses	\$ 54,276	\$ 53,815	\$ 50,964	\$ 51,269
Net Operating Surplus/(Deficit)	\$ (30,057)	\$ 1,246	\$ 3,146	\$ 296
Change in Fund Balance	\$ (7,600)	\$ 16	\$ (760)	\$ 16
Change in Net Assets	\$ (37,657)	\$ 1,262	\$ 2,386	\$ 312
Beginning Balance	\$ 38,458	\$ 812	\$ 2,081	\$ 4,231
Ending Balance	\$ 801	\$ 2,074	\$ 4,467	\$ 4,543

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

## Business Contracts & Brand Protection

Business Contracts & Brand Protection oversees business contracts for the Berkeley campus and provides guidance on trademarks and intellectual property issues.

Business Contracts & Brand Protection	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 24	\$ 23	\$ 14	\$ 29
Operating Transfers	\$ 635	\$ 810	\$ 621	\$ 638
Total Revenue & Transfers	\$ 659	\$ 833	\$ 635	\$ 666
Total Compensation	\$ 592	\$ 864	\$ 591	\$ 707
Total Non-Compensation	\$ 17	\$ 16	\$ 16	\$ 105
Total Expenses	\$ 609	\$ 880	\$ 607	\$ 812
Net Operating Surplus/(Deficit)	\$ 50	\$ (47)	\$ 28	\$ (146)
Change in Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0
Change in Net Assets	\$ 50	\$ (47)	\$ 28	\$ (146)
Beginning Balance	\$ 149	\$ 199	\$ 151	\$ 130
Ending Balance	\$ 199	\$ 151	\$ 179	\$ (16)

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

## Disability Access & Compliance

Disability Access & Compliance was established in 2018-19 to connect the UC Berkeley community with the resources, training, evaluative tools, and services that support equal access to students, staff, faculty, and visitors with disabilities to participate in university-sponsored non-course-related programs or activities.

Disability Access & Compliance	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 0	\$ 0	\$ 0	\$ 0
Operating Transfers	\$ 0	\$ 0	\$ 652	\$ 1,532
Total Revenue & Transfers	\$ 0	\$ 0	\$ 652	\$ 1,532
Total Compensation	\$ 0	\$ 0	\$ 375	\$ 614
Total Non-Compensation	\$ 0	\$ 0	\$ 84	\$ 949
Total Expenses	\$ 0	\$ 0	\$ 460	\$ 1,563
Net Operating Surplus/(Deficit)	\$ 0	\$ 0	\$ 192	\$ (32)
Change in Fund Balance	\$ 0	\$ 0	\$ (71)	\$ 0
Change in Net Assets	\$ 0	\$ 0	\$ 122	\$ (32)
Beginning Balance	\$ 0	\$ 0	\$ 0	\$ 104
Ending Balance	\$ 0	\$ 0	\$ 122	\$ 73

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

<b>Facilities Services</b>	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 525	\$ 211	\$ 19	\$ 1,501
Operating Transfers	\$ 67,406	\$ 72,202	\$ 65,070	\$ 78,039
Total Revenue & Transfers	\$ 67,932	\$ 72,413	\$ 65,090	\$ 79,540
Total Compensation	\$ 42,653	\$ 51,751	\$ 57,036	\$ 59,991
Total Non-Compensation	\$ 30,226	\$ 36,494	\$ 26,046	\$ 24,305
Total Expenses	\$ 72,878	\$ 88,245	\$ 83,082	\$ 84,296
Net Operating Surplus/(Deficit)	\$ (4,947)	\$ (15,832)	\$ (17,992)	\$ (4,756)
Change in Fund Balance	\$ 173	\$ (593)	\$ (2,060)	\$ (3,633)
Change in Net Assets	\$ (4,774)	\$ (16,425)	\$ (20,053)	\$ (8,389)
Beginning Balance	\$ (5,501)	\$ (10,275)	\$ (26,698)	\$ (42,412)
Ending Balance	\$ (10,275)	\$ (26,700)	\$ (46,751)	\$ (50,801)

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

<b>Human Resources</b>	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 1	\$ 0	\$ 1	\$ 1
Operating Transfers	\$ 8,660	\$ 12,484	\$ 18,134	\$ 20,795
Total Revenue & Transfers	\$ 8,661	\$ 12,485	\$ 18,135	\$ 20,796
Total Compensation	\$ 7,235	\$ 10,094	\$ 12,737	\$ 14,579
Total Non-Compensation	\$ 1,280	\$ 1,908	\$ 4,417	\$ 5,391
Total Expenses	\$ 8,515	\$ 12,001	\$ 17,154	\$ 19,970
Net Operating Surplus/(Deficit)	\$ 146	\$ 483	\$ 981	\$ 826
Change in Fund Balance	\$ (15)	\$ 0	\$ 398	\$ 0
Change in Net Assets	\$ 132	\$ 483	\$ 1,380	\$ 826
Beginning Balance	\$ 2,107	\$ 2,241	\$ 2,724	\$ 3,611
Ending Balance	\$ 2,239	\$ 2,724	\$ 4,103	\$ 4,436

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

<b>Information Services &amp; Technology</b>	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 1,482	\$ 809	\$ 1,045	\$ 726
Operating Transfers	\$ 77,989	\$ 67,669	\$ 70,977	\$ 70,872
Total Revenue & Transfers	\$ 79,471	\$ 68,479	\$ 72,022	\$ 71,598
Total Compensation	\$ 48,343	\$ 57,177	\$ 55,367	\$ 61,348
Total Non-Compensation	\$ 4,522	\$ 7,703	\$ 10,576	\$ 6,844
Total Expenses	\$ 52,865	\$ 64,880	\$ 65,943	\$ 68,192
Net Operating Surplus/(Deficit)	\$ 26,606	\$ 3,598	\$ 6,079	\$ 3,407
Change in Fund Balance	\$ (1,412)	\$ (2,498)	\$ (644)	\$ (4,007)
Change in Net Assets	\$ 25,193	\$ 1,101	\$ 5,436	\$ (600)
Beginning Balance	\$ (19,822)	\$ 5,371	\$ 6,475	\$ 10,770
Ending Balance	\$ 5,371	\$ 6,472	\$ 11,910	\$ 10,169

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

## Facilities Services

Facilities Services works to maintain a campus built environment that is conducive to teaching and learning, and research. The Department manages the Asset Management program; Cal Zero Waste; custodial services; engineering and technical services; environmental services; grounds operations; inspection services; maintenance; and seismic safety.

## Human Resources

Human Resources creates a workplace where people are valued and respected for who they are and have equitable opportunities to succeed and advance. Human Resources encompasses: compensation; benefits; labor and employee relations; performance management; and people and organizational development.

## Information Services & Technology

Information Services & Technology is responsible for strategic oversight of campus wide information technology and collaborates with distributed IT departments across campus to provide technical support and services for students, faculty, staff, and alumni.

## Parking & Transportation

Parking & Transportation provides a full range of parking and transportation services to a diverse community of more than 40,000 students and 15,000 faculty and staff. Parking & Transportation is dedicated to delivering transportation systems that complement the long-term growth and development of the University.

Parking & Transportation	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 12,016	\$ 12,321	\$ 11,994	\$ 12,252
Operating Transfers	\$ 1,320	\$ 1,077	\$ 1,439	\$ 1,934
Total Revenue & Transfers	\$ 13,336	\$ 13,397	\$ 13,433	\$ 14,186
Total Compensation	\$ 5,996	\$ 6,236	\$ 6,151	\$ 6,646
Total Non-Compensation	\$ 2,855	\$ 2,328	\$ 2,181	\$ 3,126
Total Expenses	\$ 8,851	\$ 8,564	\$ 8,332	\$ 9,773
Net Operating Surplus/(Deficit)	\$ 4,484	\$ 4,834	\$ 5,101	\$ 4,414
Change in Fund Balance	\$ (3,490)	\$ (3,900)	\$ (3,620)	\$ (2,725)
Change in Net Assets	\$ 994	\$ 933	\$ 1,482	\$ 1,689
Beginning Balance	\$ 8,407	\$ 9,401	\$ 10,335	\$ 11,594
Ending Balance	\$ 9,401	\$ 10,335	\$ 11,817	\$ 13,283

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

## Property Management & Library Bindery

Property Management is responsible for post-purchase processes associated with many of the physical goods need for teaching, research, and public service including delivery logistics; inventory management; and sale and disposal of surplus materials. Library Bindery provides durable, high-quality library and book binding services to the entire UC system.

Property Management & Library Bindery	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 771	\$ 833	\$ 924	\$ 1,043
Operating Transfers	\$ 366	\$ 341	\$ 328	\$ 552
Total Revenue & Transfers	\$ 1,138	\$ 1,174	\$ 1,252	\$ 1,595
Total Compensation	\$ 2,046	\$ 2,125	\$ 1,857	\$ 2,004
Total Non-Compensation	\$ (641)	\$ (935)	\$ (784)	\$ (705)
Total Expenses	\$ 1,405	\$ 1,191	\$ 1,073	\$ 1,300
Net Operating Surplus/(Deficit)	\$ (267)	\$ (17)	\$ 179	\$ 296
Change in Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0
Change in Net Assets	\$ (267)	\$ (17)	\$ 179	\$ 296
Beginning Balance	\$ 399	\$ 132	\$ 115	\$ 336
Ending Balance	\$ 132	\$ 115	\$ 295	\$ 631

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

## Supply Chain Management

Supply Chain Management provides procurement and supply chain services that deliver best value business and procurement contracts, transactions, and advice. The department strives to mitigate risk and protect the University by ensuring the highest level of compliance with University policy, and applicable local, State, and Federal laws and regulations.

Supply Chain Management	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 775	\$ 126	\$ 7	\$ 0
Operating Transfers	\$ 4,046	\$ 4,160	\$ 4,198	\$ 4,284
Total Revenue & Transfers	\$ 4,821	\$ 4,286	\$ 4,205	\$ 4,284
Total Compensation	\$ 2,513	\$ 2,915	\$ 3,092	\$ 3,464
Total Non-Compensation	\$ 534	\$ 504	\$ 555	\$ 552
Total Expenses	\$ 3,047	\$ 3,419	\$ 3,647	\$ 4,015
Net Operating Surplus/(Deficit)	\$ 1,774	\$ 867	\$ 558	\$ 269
Change in Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0
Change in Net Assets	\$ 1,774	\$ 867	\$ 558	\$ 269
Beginning Balance	\$ (30)	\$ 1,744	\$ 2,611	\$ 3,055
Ending Balance	\$ 1,744	\$ 2,611	\$ 3,169	\$ 3,324

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

Office of Sustainability	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 12	\$ 2	\$ 3	\$ 11
Operating Transfers	\$ 342	\$ 192	\$ 307	\$ 246
Total Revenue & Transfers	\$ 354	\$ 193	\$ 310	\$ 257
Total Compensation	\$ 425	\$ 211	\$ 233	\$ 243
Total Non-Compensation	\$ (70)	\$ (3)	\$ 14	\$ 33
Total Expenses	\$ 354	\$ 208	\$ 247	\$ 276
Net Operating Surplus/(Deficit)	\$ (0)	\$ (15)	\$ 64	\$ (19)
Change in Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0
Change in Net Assets	\$ (0)	\$ (15)	\$ 64	\$ (19)
Beginning Balance	\$ 148	\$ 148	\$ 133	\$ 145
Ending Balance	\$ 148	\$ 133	\$ 196	\$ 126

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

UC Police Department	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ 786	\$ 643	\$ 674	\$ 692
Operating Transfers	\$ 14,312	\$ 17,553	\$ 14,538	\$ 15,049
Total Revenue & Transfers	\$ 15,097	\$ 18,196	\$ 15,212	\$ 15,741
Total Compensation	\$ 17,571	\$ 19,300	\$ 18,305	\$ 20,675
Total Non-Compensation	\$ (2,746)	\$ (623)	\$ (3,446)	\$ (4,951)
Total Expenses	\$ 14,825	\$ 18,677	\$ 14,860	\$ 15,724
Net Operating Surplus/(Deficit)	\$ 273	\$ (481)	\$ 352	\$ 17
Change in Fund Balance	\$ (121)	\$ (50)	\$ (407)	\$ 0
Change in Net Assets	\$ 152	\$ (531)	\$ (55)	\$ 17
Beginning Balance	\$ 428	\$ 585	\$ 55	\$ (140)
Ending Balance	\$ 581	\$ 54	\$ (0)	\$ (124)

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

Vice Chancellor's Immediate Office	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Total Revenue	\$ (2)	\$ (2)	\$ (2)	\$ 0
Operating Transfers	\$ (4,315)	\$ 2,989	\$ 4,468	\$ 3,107
Total Revenue & Transfers	\$ (4,316)	\$ 2,987	\$ 4,466	\$ 3,107
Total Compensation	\$ (2,557)	\$ (2,602)	\$ (2,066)	\$ (2,485)
Total Non-Compensation	\$ 54	\$ 1,419	\$ 2,631	\$ 2,144
Total Expenses	\$ (2,503)	\$ (1,183)	\$ 565	\$ (340)
Net Operating Surplus/(Deficit)	\$ (1,814)	\$ 4,170	\$ 3,902	\$ 3,447
Change in Fund Balance	\$ 16	\$ (207)	\$ 340	\$ (207)
Change in Net Assets	\$ (1,798)	\$ 3,963	\$ 4,242	\$ 3,241
Beginning Balance	\$ 14,481	\$ 12,683	\$ 16,647	\$ 22,434
Ending Balance	\$ 12,683	\$ 16,647	\$ 20,889	\$ 25,675

NOTES: Source of data: Cal Reporting, POV of Current Funds, Year Total, Final, and Amounts in \$000s.

## Office of Sustainability

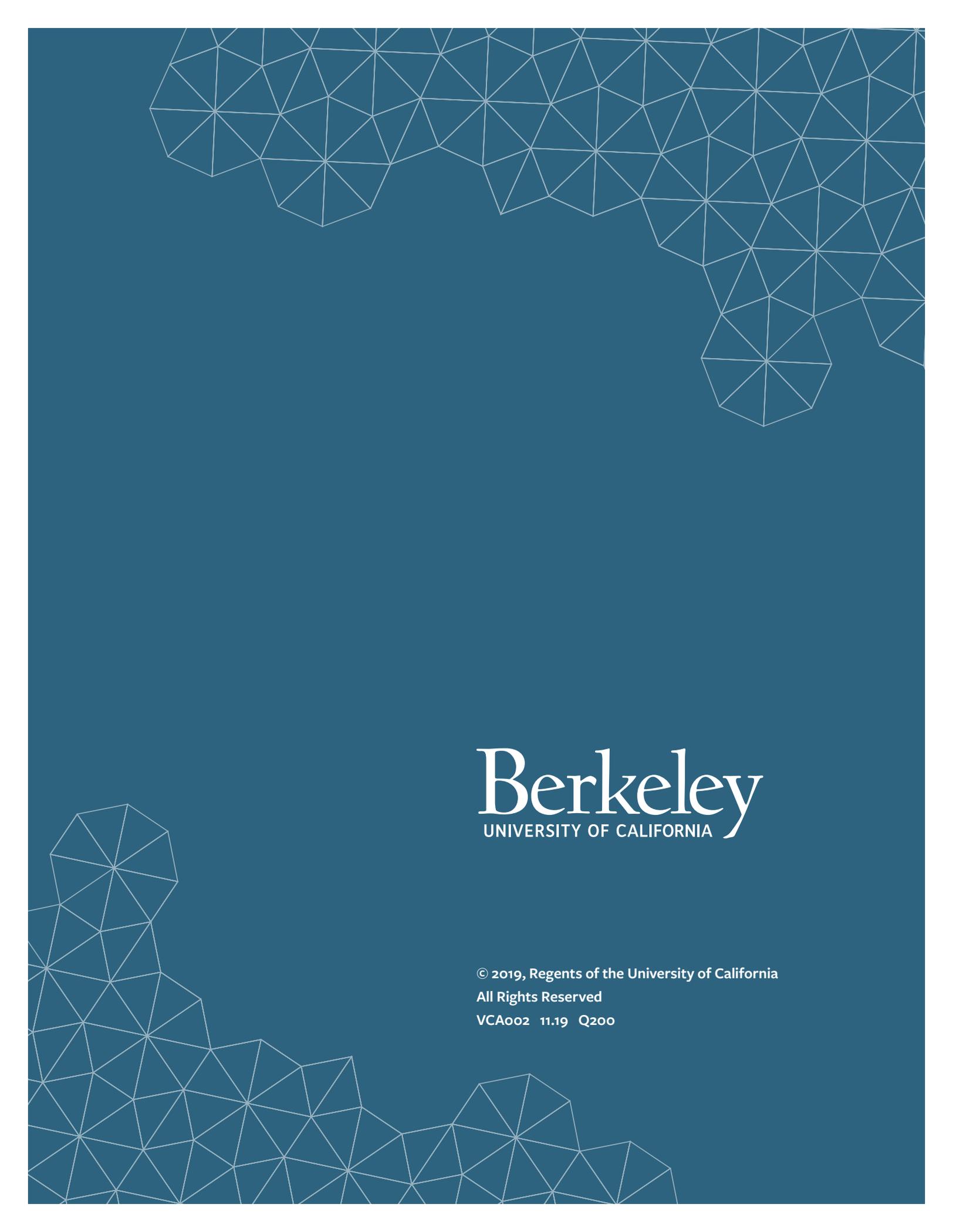
The Office of Sustainability sets and meets sustainability goals through planning, project implementation, partnerships, and community engagement. The Office leads efforts to achieve carbon neutrality and zero waste with a focus on renewable energy, resource saving and stewardship, greening built environs, and inspiring resilient and inclusive institutional change.

## UC Police Department

UCPD has primary law enforcement jurisdiction on the Berkeley campus and associated University properties. The department handles all patrol, crime prevention, education, emergency preparedness, and related law-enforcement duties for the campus community 24 hours a day, seven days a week.

## Vice Chancellor, Administration Immediate Office

The Vice Chancellor's immediate office coordinates the activities, communications, policy development, and strategic initiatives of the Vice Chancellor and the Division's Executive Leadership Team.



# Berkeley

UNIVERSITY OF CALIFORNIA

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