University of California

Finance Management and Business Operations Vision

Finance Management and Business Operations are structured and expected to serve the University of California's teaching, research, public service and patient care mission by fulfilling the UC accountabilities in the following ways.

- **Financial Integrity and Fiduciary Responsibility:** Promote UC's financial integrity and fiduciary responsibility through our policies, systems, and oversight mechanisms.
- **Efficient and Effective Service:** Deliver services in an efficient and cost-effective manner.
- **Accountability:** Build personal and professional accountability into all UC business practices.
- **Policies, Procedures and Processes:** Develop and implement clear policies, simple procedures, and efficient work processes.
- **Revenue:** Facilitate responsible revenue generation in direct support of the University's mission.

Roles of the Business Officer in Achieving the UC Mission

<table>
<thead>
<tr>
<th>Administrator</th>
<th>Risk manager</th>
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<tbody>
<tr>
<td>People manager</td>
<td>Systems manager</td>
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<tr>
<td>Financial manager</td>
<td>Resource manager</td>
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BOI Competencies and Outcomes

Business Officers will be able to:

• define the expectations, values, and principles for Business Officers of a public institution, and at UC in particular
• describe the Business Officer's role and approach to handling common management issues and dilemmas in light of UC operating principles and policies
• apply improved decision-making skills using a broad framework of reasoning and ethics to management dilemmas, including legal and policy management issues
• assess the human, financial and property risks in a unit
• anticipate developments affecting UC, and the management implication for the campuses and labs
• build coordination and information networks across the UC system

BOI "Value" Propositions

From the Perspective of the University of California

• develop a common understanding of system wide strategic issues and directions
• share critical system wide business-related information
• engage Business Officers in a discussion and clarification of their critical role
• provide an opportunity for Business Officers to dialogue with University senior management
• practice collaborative problem-solving by Business Officers and University management.

From the Perspective of the Business Officer

• increase understanding of UC's strategic issues and impacts
• understand (and help to shape) the future direction for the Business Officer role
• acquire new knowledge that will help the Business Officer in executing day to day responsibilities
• enhance problem solving skills that relate to the unique Business Officer environment
• share insights and best practices with fellow Business Officers