

Frequently Asked Questions

UCOP Strategic Framework

Has UCOP had a Strategic Framework in the past? Why release one now?

UCOP released its first Strategic Framework in 2019. While much of what guides us as an organization endures, COVID-19 and recent events have highlighted the importance of revisiting UCOP's strategy and prioritizing its actions during a momentous time for the UC system.

The Strategic Framework brings fresh thinking to what UCOP can achieve and how to achieve it. Division Leaders met over several months in 2022 and 2023 with input from their teams to develop the Framework, a process facilitated by the UCOP Strategy & Program Management Office (SPMO).

What is the tangible value in having the Framework?

The value of the Framework is three-fold:

1. Defines UCOP's role within the University of California system, and addresses UCOP's service to and support for UC locations, UC's mission and Presidential Priorities.
2. Drives organizational alignment and accountability across all UCOP divisions to meet a shared vision, guides UCOP divisions on strategic objectives and goal development, and directs UCOP budget and funding decisions.
3. Connects UCOP staff with the value their work brings to the University, clarifies UCOP's role, frames UCOP's culture and community, and energizes employees on focused, mission-driven actions.

Why does the Framework matter to UCOP units and individual staff?

UCOP plays a vital role to the University of California. The Framework allows UCOP to express its vision for the future in a way that will energize staff, campus partners, and other key stakeholders to fulfill that vision. The Framework speaks to the kind of institution UCOP is now and intends to be.

Operationally, the Framework provides UCOP an opportunity to set a strategic "north star" for divisions, departments, and staff to direct their actions. The Framework will also inform allocation of resources and guide investment towards achieving shared objectives. Finally, the Framework provides common values around which UCOP can organize and mobilize our community.

What is the distinction between the Presidential Priorities and the UCOP Strategic Framework?

The Presidential Priorities are *systemwide* actions set by President Michael Drake for the University to execute in the next 10 years. The four priorities with specific and measurable goals for systemwide execution can be found here: <https://www.ucop.edu/president/files/uc-presidential-priorities-plan.pdf>

The UCOP Strategic Framework is specific to the University of California Office of the President. The Framework defines UCOP's mission, vision, values, and strategic objectives to inform division level strategic plans, set processes, and promote UCOP culture. The Presidential Priorities served as an input to the Framework.

How should I apply the UCOP Values? How are these associated with UC Core Competencies?

UCOP Values are the principles that we should adhere to no matter what and will guide all of our actions. UCOP staff should align their decisions and behaviors to these Values.

The UC Core Competencies are identified knowledge, skills, and abilities that describe employee traits which directly and positively impact the success of the employee and the organization. They serve as a guide for staff's professional development at UCOP and across the UC system. All of the UCOP Values are reflected within the Core Competencies.

How will UCOP divisions apply the Framework into their division strategic plans?

UCOP division plans will be complementary to the Framework. The division plans will include specific and include measurable goals aligned to the Framework. In addition, division plans will adopt the values and strategic objectives in the Framework and should align their own mission and vision to the Framework.

Will the UCOP annual budget process incorporate the UCOP Strategic Framework?

The intent is for the UCOP Strategic Framework and division level strategic plans to be incorporated into an annual multi-year budgeting and workforce planning process. This will ensure OP budgeting decisions are aligned to UCOP's collective strategy. The integration of the Framework to annual budgeting is expected to begin for budget year FY24-25 and will be gradual over several years. Any change to the annual budgeting process will be widely communicated to budget owners.

How will the Framework interact with other UC campus and location plans?

The Framework will be public and reviewed with campus chancellors. While there will not be a formal alignment processes between UCOP and campuses, campus leaders will be asked to consider the Framework, and where appropriate, UCOP division strategic plans, in their campus-level plans.

Who is involved in the development of the UCOP Strategic Framework? What inputs did they use?

The UCOP Division Leaders developed the plan in collaboration with the UCOP Strategy & Program Management Office. The Division Leaders had two main roles: 1) to provide leadership in drafting and reviewing the Framework's content, and 2) to facilitate discussion and collect widespread feedback with staff and other UCOP stakeholders.

The Division Leaders reviewed trends in the higher education landscape, assessed the implications of the systemwide Presidential Priorities, and reviewed input from UC campuses on where UCOP can be most valuable to them.