
UCOP Strategic Framework

University of California Office of the President (UCOP)

2023

INTRODUCTION AND PURPOSE

The following is a strategic framework for the University of California's Office of the President (UCOP). It was created by UCOP's senior leadership team to guide all UCOP divisions and staff in focusing their energy and resources on actions that will best position the University of California to achieve its academic, research and public service missions.

This framework outlines UCOP's mission, vision, values and the primary strategic objectives we will collectively need to achieve in order to reach that vision.

This framework is intended to guide all UCOP divisions as they craft or update their own strategic plans through 2028. The framework will also serve to inform and energize staff on the strategic direction of UCOP. It does not outline division goals, nor is it meant to be a comprehensive summary of all the work performed by the Office of the President.

We hope you will find this document helpful in understanding the direction and priorities of UCOP.

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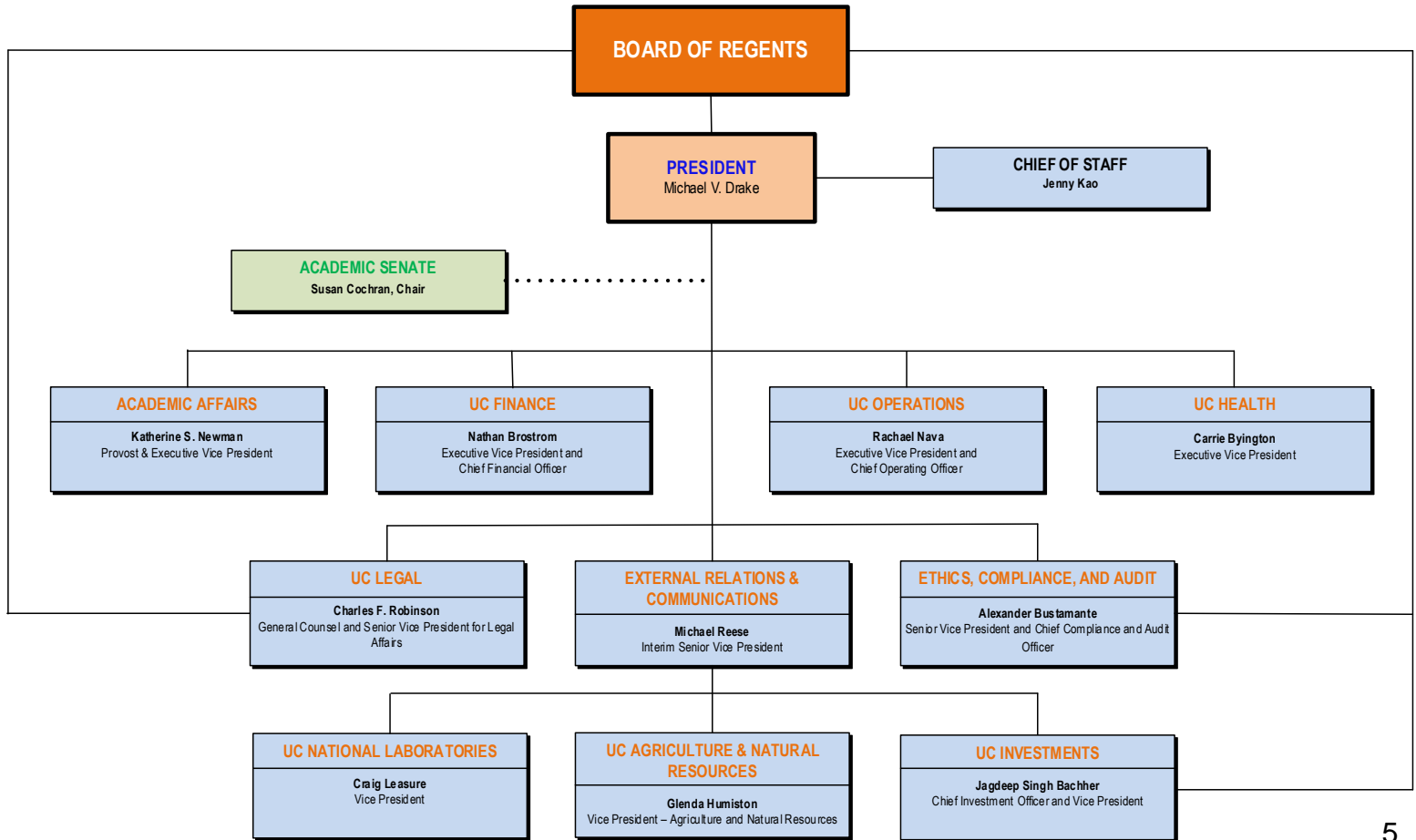
THE TEAM

The UCOP strategic framework team was comprised of the following UCOP leaders who met four times between November 2022 and March 2023 to develop this framework.

NAME	TITLE
Jagdeep Bachher	Chief Investment Officer and Vice President of Investments
Nathan Brostrom	Executive Vice President and Chief Financial Officer
Alexander Bustamante	Senior Vice President and Chief Compliance and Audit Officer
Carrie Byington	Executive Vice President, UC Health
Brent Colburn	Senior Vice President, External Relations and Communications
Glenda Humiston	Vice President, Agriculture and Natural Resources
Jenny Kao	Chief of Staff to the President
Craig Leasure	Vice President for National Laboratories
Marisa McAuliffe	Chief Policy Officer
Rachael Nava	Executive Vice President and Chief Operating Officer
Katherine Newman	Provost and Executive Vice President
Charles Robinson	Senior Vice President and General Counsel

Facilitator and Advisor: Julian Ryu – Managing Director, UCOP Strategy & Program Management Office

UCOP Organization Chart



Decision Drivers

UCOP – Nexus of the University of California System

The **University of California Office of the President (UCOP)** supports the UC system by providing the leadership to execute the mission cohesively, by incubating, funding, coordinating, and managing systemwide programs and initiatives, and by supporting operations and realizing efficiencies through Systemwide and Core Services.

Programs & Initiatives

UCOP manages almost 30 state & federal programs and systemwide programs that support the teaching, research, and public service mission of the University. These programs provide thousands of students learning and research opportunities, fund researchers across the state through competitive grant programs, and promote access and diversity through its outreach programs. While UCOP directs these programs, the funding largely passes through to the campuses and other California-based researchers where they employ scientists, fund research studies, and utilize funding in alignment with the UC mission.

State & Federal Programs

UCOP oversees programs on behalf of the state or the federal government, and some are required by state legislation

Systemwide Programs

UCOP oversees programs that benefit the state or one or more campuses, and are funded on an-ongoing basis

Systemwide and Core Services

UCOP performs Systemwide and Core functions on behalf of the University to maximize efficiencies, eliminate redundancies, and reduce risk

The following decision drivers were considered as the UCOP mission, vision, values, and strategic objectives were refreshed:

- 1 Presidential Priorities established in September 2022
- 2 UCOP Strategic Framework 2019 – Mission, Values, Strategic Objectives
- 3 The teaching, research, and public service mission of the University of California
- 4 Assessment of market conditions facing UCOP and the UC system
- 5 Feedback from UC campus strategy meetings on needed support from UCOP

UCOP Mission, Vision, Values and Strategic Objectives

OUR MISSION:

Through leadership, we catalyze and strengthen the University of California system to deliver world-class education, research, public service, and health care to Californians, the nation, and the world.

OUR VISION:

UCOP will sustain and strengthen the University of California's position as the pre-eminent university system in the world.

UCOP Core Values

ACCOUNTABILITY

We are responsive to the public and our stakeholders' needs, follow through on our commitments, and take ownership for our decisions and actions.

COLLABORATION

We believe collective insight and action produces greater results than that of any individual or organization. We facilitate the exchange of information, expertise, and skills to optimize resources and generate the highest quality outcomes. We foster teamwork and, where appropriate, systemness.

EQUITY & INCLUSION

We value the diverse perspective and identities of our workforce and are intentional in developing a culture of inclusion and belonging for all. We strive towards becoming an anti-racist organization that dismantles systemic discrimination. We center the needs and experiences of our workforce most impacted by historical injustices in our practice and policy, so all have the opportunity to thrive.

**UNIVERSITY
OF
CALIFORNIA**



EXCELLENCE

We adhere to the highest standards of professionalism, quality, and expertise. We lead our respective disciplines and foster a system that delivers superior outcomes.

INNOVATION

By establishing an environment which supports creative and diverse thinking, we consistently evaluate perspectives, re-define problems, and seek opportunities to identify, test, and implement new solutions that produce desired outcomes. We accept risk taking as an opportunity to learn.

INTEGRITY

We set high ethical standards and lead by example. We build a culture of trust with our words and actions. We treat all people with respect, professionalism, and fairness.

PUBLIC IMPACT

Through our public service and commitment to the mission, we advance positive change in California, the nation, and beyond.

UCOP Strategic Objectives

Strategic Objectives

Strengthen an Inclusive UC Workforce and Community

- Build a diverse community by seeking and valuing the multiple identities and perspectives of our prospective and current workforce
- Cultivate a culture of inclusion and belonging where all individuals can authentically speak and know they are heard
- Work towards equity by centering the needs and experiences of our workforce most impacted by historical injustices in all decisions
- Implement competitive and flexible workforce strategies to attract and retain high performing talent in the new Future of Work environment
- Improve employee engagement through building a culture of trust and inclusion, professional development, mentorship, strategic engagement and fun; strive to be an employer and partner of choice

Expand Opportunities in Learning and Research

- Make tangible, metric-informed progress in closing equity gaps and in admission, retention, graduation and student debt in service of social mobility
- Improve the efficiency and affordability of higher education through initiatives that increase access to degree completion and new modes of pedagogy
- Develop new models of higher education that are adapted to fiscal realities, pedagogical excellence, and student success
- Promote the innovation pipeline through increased investment in research and accelerated technology transfer

Support a Prosperous, Resilient, and Healthy California

- Marshal the institution's expertise and external partners to effectively advance a more inclusive and prosperous California
- Demonstrate leadership and innovation in addressing climate change
- Identify pathways for expanding reach of UC healthcare and improving health equity
- Utilize and promote UC's intellectual capital and world class research to drive public policy

Develop and Maintain Sustainable Financial Models

- Continue to advocate for strong and growing core budget revenues
- Implement additional strategies to generate and grow alternative revenues
- Develop initiatives and funding models to address capital needs, particularly in seismic, energy efficiency and capital renewal
- Work with campuses to advance debt-free pathways for all UC students

Deliver Operational Service Excellence

- Deliver the highest level of service within UCOP and to the locations in an efficient and cost-effective manner
- Provide effective systems and innovative, nimble processes with effective risk controls that meet the operational needs of stakeholders
- Design, implement, and enforce internal policies that promote effective and efficient business operations

Strategic Objective Guidance

UCOP Strategic Objectives

Strategic Objectives

Strategic Objective Key Performance Indicators

Strengthen an Inclusive UC Workforce and Community

- Employee retention and vacancy rates including career mobility
- Workforce diversity statistics
- Employee engagement scores
- Implementation progress on UCOP's EDI and Anti-Racism Advisory Group
- Recognition as employer of choice

Expand Opportunities in Learning and Research

- 2030 Plan targets
- Governor's Compact target
- UC Capacity plan targets
- Funding for teaching and research

Support a Prosperous, Resilient, and Healthy California

- Continued positive impact on the state's innovation economy
- Climate and sustainability targets
- UC Health usage and outcomes

Develop and Maintain Sustainable Financial Models

- UCRP funding ratios
- Capital funding shortfalls
- University ratings/debt ratios
- Volume of student housing by campus
- Student debt levels

Deliver Operational Service Excellence

- Service satisfaction scores
- Performance against service level agreement targets
- Budget performance to targets
- Systems enhancements delivered on time and on budget
- Policy compliance

Appendix: Integration Plan and Definitions

Integration Plan for the Strategic Framework:

Components of this UCOP Framework will be incorporated into division strategic plans as follows:

Mission & Vision

The UCOP mission and vision statements will be integrated into the “Decision Drivers” section of each division’s strategic plan. Each division will each generate their own functional mission and vision aligned to UCOP’s.

Values

All divisions will adopt the UCOP values and their descriptors. Divisions may choose to add values that are specific to their mission.

Strategic Objectives

All divisions will adopt the UCOP strategic objectives and their descriptors. However, divisions do not need to set goals for every UCOP strategic objective if the objective does not apply to them. Divisions may also choose to add strategic objectives that are specific to their vision.

Integration Timeline:

All divisions will integrate the above framework components when plans are initially developed or refreshed. Existing strategic plans will incorporate the UCOP components by August 2023.

Definitions

Term	Definition
MISSION	Our purpose: Cause – Actions – Impact
VISION	Picture of our “preferred future”
VALUES	Principles that guide our actions
STRATEGIC OBJECTIVES	Long-term aims that move us towards actualizing our vision

Thank You.

QUESTIONS?

Send us a message at
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