
University of California Office of the President

UC Operations Division

STRATEGIC PLAN RENEWAL 2023-2028

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Introduction

In 2015, UC Operations was one of the first two UCOP divisions to develop a five-year strategic plan, designed to focus energy and resources on actions the division could undertake to best support the University of California in achieving its academic, research and public-service mission.

Recently, UC Operations developed a “renewed” five-year plan spanning fiscal year 2023-2024 through fiscal year 2028-2029. Again, the plan aims to set high but achievable goals in key areas for UC Operations.

It is important to note that work will continue across many areas not specifically called out in the strategic plan, and new priorities will emerge that we can’t anticipate today. This plan is designed to remain relevant for the next 5 years, and to guide the prioritization of resources and attention at critical times.

The renewed strategic plan emphasizes the enduring importance of communication and collaboration with key stakeholders, including other UCOP divisions and all UC locations. This plan incorporates and supports the UCOP Strategic Framework which applies to all UCOP divisions.

Strategic Plan Purpose

This [UC Operations Strategic Plan](#) is presented for the period of [2023-2028](#). This renewal builds off the division’s initial strategic plan published in May 2016 for the period of 2016-2020. Delayed due to the COVID-19 pandemic, this 5-year plan update has been thoughtfully [developed by a strategic planning team of UC Operations leaders](#) who sought input from UC stakeholders and UC Operations division staff.

UCOP division strategic plans incorporate and adopt the Values and Strategic Objectives outlined in the [UCOP Strategic Framework](#) (most recently renewed and published in 2023).

Serving as a guide for the division to [focus time, talent, and resources to best serve the University of California](#), the strategic plan defines goals to move UC Operations towards its vision and builds alignment across UCOP divisions and UC campuses/locations.

The UC Operations strategic plan presents [13 goals across 5 strategic objectives](#) to align with stakeholder priorities, leverage division strengths and opportunities, and address weaknesses and threats – all to support the division’s progress in achieving its vision.

COMPONENT	DEFINITION
MISSION	Our Core Purpose: Cause—Action—Impact
VALUES	Guiding principles that guide our actions
VISION	Picture of our “preferred future” (BAG)
STRATEGIC OBJECTIVES (Level 1)	Broad-based, long-term (3-5 years out) aims that move the division towards actualizing its vision
DIVISION GOALS (Level 2)	Specific quantifiable, realistic targets that move the division towards accomplishments of strategic objective over a specified period of time (SMART: specific, measurable, achievable, realistic, time-bound)
KEY STRATEGIES (Level 3)	Key activities/steps required to achieve a specific goal (SMART and assigned to a business unit and person)

UC Operations Strategic Planning Team

The [UC Operations Strategic Planning Team](#) convened between October 2022 and March 2023 to develop the division's 5-year strategic plan for the period of 2023-2028.

NAME	TITLE
Rachael Nava	Executive Vice President and Chief Operating Officer
Cheryl Lloyd	Vice President, Systemwide Human Resources
Van Williams	Vice President and Chief Information Officer, Information Technology Services
Calvin Turner	Executive Director, UCPath
Jody Stiger	Director of Systemwide Community Safety
Thera Kalmijn	Executive Director, UCOP Operations
Julian Ryu	Managing Director, Strategy and Program Management Office
Lalitha Sankaran	Director of Office of Workplace Inclusion and Belonging
Cathy O'Sullivan	Chief of Staff to the Chief Operating Officer

Facilitators: UCOP Strategy and Program Management Office (SPMO)

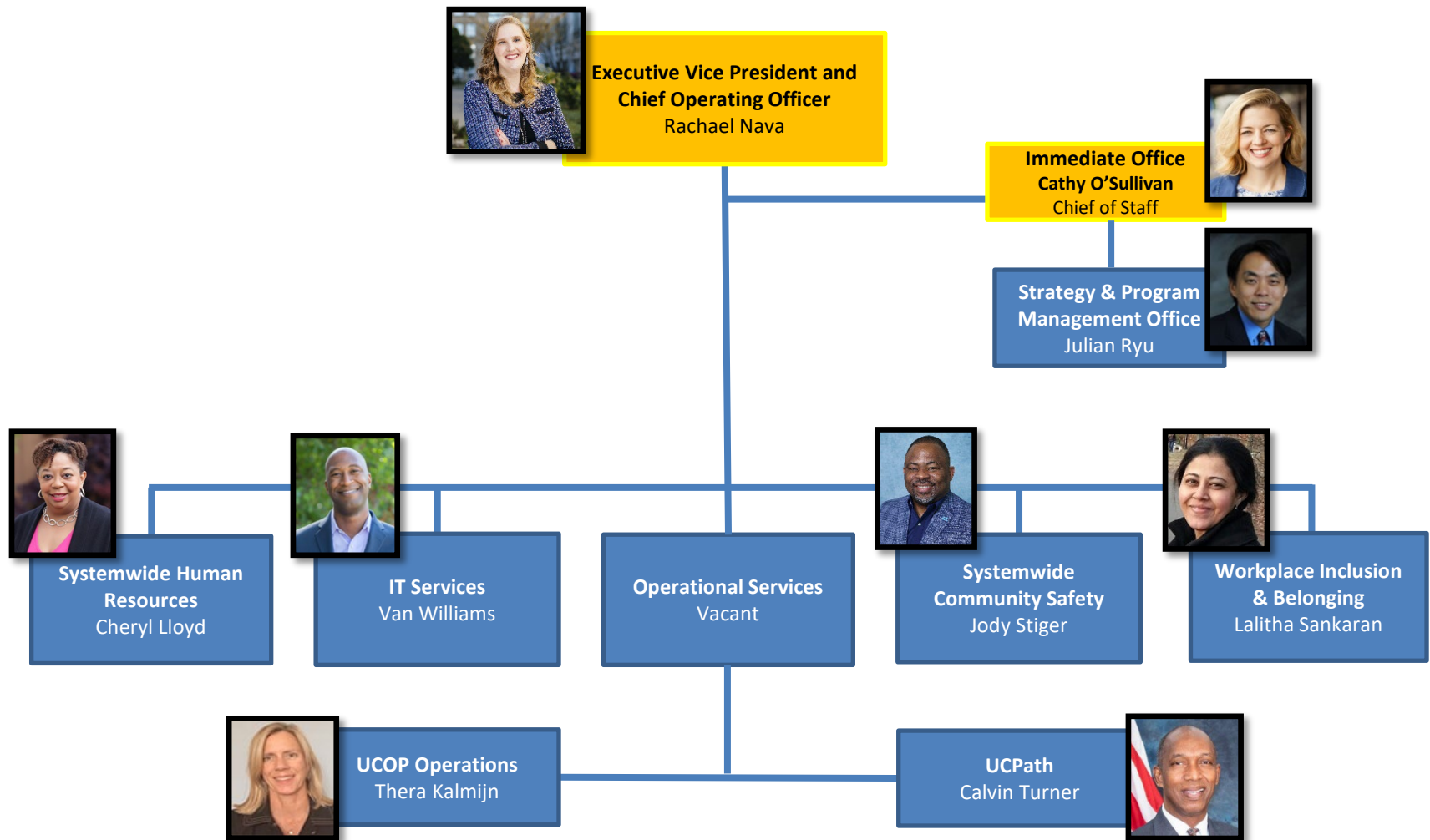
- Deanna Geddie, Senior Strategic Advisor
- Anne Bessman, Strategic Advisor

UC Operations Division: Functional Areas

UC Operations develops responsive policies and delivers systemwide services and functions across human resources, technology, payroll and benefits administration, community safety and supports the operation of the Office of the President. Listed below are the **seven core** units that comprise the division.

Information Technology Services	<p>Advises UC leaders on the increasingly critical opportunities and risks enabled by technology throughout the UC enterprise. Directly provides certain IT services to UC campuses and the Office of the President.</p>
Office of Systemwide Community Safety	<p>Promotes ongoing community engagement in safety and works with all UC locations to build a more holistic, data-driven, service-oriented and community-centric approach to safety and security across the University.</p>
Office of Workplace Inclusion and Belonging	<p>Guides UCOP toward becoming an inclusive workplace that embraces the diversity of its employees and fosters an environment where everyone feels respected, appreciated and valued.</p>
Strategy and Program Management Office	<p>Applies rigor and analysis to drive solutions on high-impact priorities that advance the mission of the University.</p>
Systemwide Human Resources	<p>Collaboratively leads the University in developing HR strategies and policies that serve and guide all UC locations. Oversees and manages systemwide HR functions including employee and labor relations and total rewards. Directly supports individuals (faculty and staff) as they transition into UC retirement and provides long-term pension and retiree medical benefits support.</p>
UCOP Operations (Operational Services)	<p>Provides administrative services support such as facilities management, financial services and HR services to the Office of the President at its four primary office locations.</p>
UCPath (Operational Services)	<p>Manages and administers payroll, benefits and other human resources transactions across the UC system.</p>

UC Operations Division: Organizational Structure



UC Operations Strategic Planning Decision Drivers

UCO Strategic Planning Drivers

The following decision factors were considered as the UCO mission, vision, values, strategic objectives and goals were renewed:

1. Presidential Priorities and UCOP Strategic Framework
2. Role of UCOP relative to the campuses and other locations/stakeholders we support
3. Market conditions
 - Financial constraints
 - Changing landscape of higher education
4. UC Operations unit-level input
5. Inputs from campus and UCOP leaders on their needs from the UC Operations division

UC Operations Mission, Vision, Core Values and Strategic Objectives

UC Operations Mission

In partnership with the UC community, we deliver innovative and effective operations to advance the University's mission.

UC Operations Vision and Vivid Description

Our Vision

We will achieve a level of operational excellence equivalent to UC's world-class teaching and research enterprise.

❖ Vivid Description

We will achieve quality, innovation and service excellence. Our support of the UC mission will be rigorous and data-driven. Our services will create consistent, frictionless experiences and model best practices for campus leaders, the Board of Regents, the Office of the President, UC employees, retirees, patients and students. Continuously applying leading and innovative practices, our UC community will be safe and feel safe as they work, learn and live at our UC locations. We will lead the University's highest priorities, accelerating progress by delivering strategic advice, building and utilizing leading technology, adopting best practices, and implementing effective, equitable policies. We will be recognized as an employer of choice. We will cultivate a culture where our employees will be engaged, find purpose in their work, feel that their contributions are valued and that they belong in UC Operations.

UCOP Core Values

UC Operations adopts UCOP's Core Values outlined in the *UCOP Strategic Framework* published in 2023.

ACCOUNTABILITY

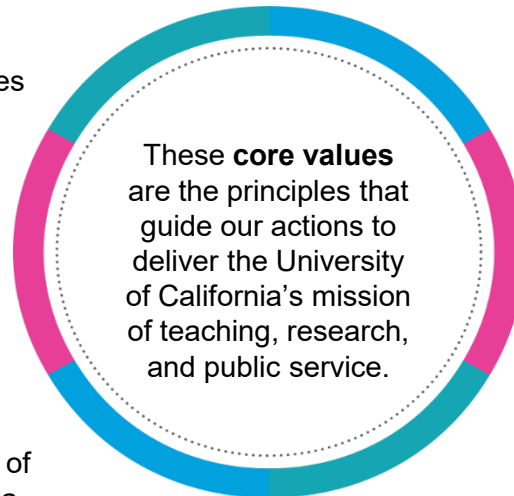
We are responsive to the public and our stakeholders' needs, follow through on our commitments, and take ownership for our decisions and actions.

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.



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

UC Operations adopts UCOP's Strategic Objectives outlined in the [UCOP Strategic Framework](#) published in 2023.

Strategic Objective	Strategic Objective Guidance
Strengthen an Inclusive UC Workforce and Community	<ul style="list-style-type: none"> • 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 and strategic engagement. Strive to be an employer and partner of choice
Expand Opportunities in Learning and Research	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

UC Operations Goal Statements

UC Operations Goal Titles by Strategic Objective

Strategic Objective	Goal #	Goal Owner	Goal Title
Strengthen an Inclusive UC Workforce and Community	1	Kalmijn/ Sankaran	Support UCOP in Becoming an Employer of Choice
	2	Sankaran	Develop UCOP EDI and Anti-Racism Strategic Framework
	3	Lloyd	Develop UC Employee Retention and Engagement Strategies
	4	Stiger	Implement UC Community Safety Priorities
Expand Opportunities in Learning and Research	5	Williams	Create a UC Digital Innovation Partnership Network
Develop and Maintain Sustainable Financial Models	6	Kalmijn	Advance UCOP Multi-Year Budgeting Process
Deliver Operational Service Excellence	7	Turner	Stabilize UCPath Center
	8	Lloyd	Stabilize UC Retirement Administration Service Center
	9	Williams	Create a UC Digital Transformation Program
	10	Ryu	Implement an Operational Dashboard and Continuous Improvement Process
	11	O'Sullivan	Develop UC Operations Service Standards
	12	O'Sullivan	Implement UC Ready Across UC Operations Units
	13	Kalmijn	Optimize UCOP Operations Processes

DIV GOAL #1

Support UCOP in Becoming an Employer of Choice

Strengthen Inclusive UC Workforce

Goal Co-Owners: Kalmijn and Sankaran

Goal: By 2028, strengthen and transform UCOP's culture to foster an engaged, diverse, inclusive, and connected UCOP community where employees have opportunities to achieve career objectives.

Opportunity:

The pandemic disrupted the way we work and changed expectations for flexibility and balance at work. As an employer, UCOP faces the challenge of articulating the value of on-site, hybrid and remote work, and addressing the need to improve culture, connectivity, and engagement across these modalities. Following emerging best practices, UCOP will strive to balance employee expectations and organizational success to create an engaged community where employees feel valued in a culture that is inclusive and transparent.

Proposed Solution:

Scope: Undertake a three-pronged approach: 1) Pursue 3rd party certification as an Employer of Choice; 2) Implement internal Future of Work (FOW) Phase 2 program; 3) Through UCOP HR, implement the UCOP Workforce Plan.

Objectives:

1. Develop a robust and consistent culture that creates a positive feedback loop between people strategies and organizational effectiveness
2. In partnership with employee resource groups and leadership, improve engagement scores in the upcoming systemwide engagement surveys
3. In partnership with employee resource groups and leadership, identify gaps, support programs that foster an inclusive UCOP Community
4. Support UCOP HR in implementing the UCOP Workforce Plan with a focus on learning and development, succession planning, and other strategies to increase employee engagement and retention
5. Build organizational change competency to effectively support change efforts, focusing initially on change efforts in UCOP Operations and UC Operations and then expanding support to other divisions.

Benefits:

1. Accountability through 3rd party metrics and best practices ("Employer of Choice")
2. Improved employee retention
3. Improved employee engagement, specifically in identified key improvement areas and demographics
4. Improved ability to recruit top talent (e.g., reduced failed searches, diverse and robust candidate pools and pipelines, etc.)
5. Strengthened UCOP "brand," internally and externally

DIV GOAL #1

Support UCOP in Becoming an Employer of Choice

Goal: By 2028, strengthen and transform UCOP’s culture to foster an engaged, diverse, inclusive, and connected UCOP community where employees have opportunities to achieve career objectives.

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
1	By 2028, strengthen and transform UCOP’s culture to foster an engaged, diverse, inclusive, and connected UCOP community where employees have opportunities to achieve career objectives.					
1a	By July 2023, develop Project Plan to become 3 rd party certified as an Employer of Choice: 1) Define and validate a comprehensive plan for creating and fostering a culture that defines UCOP as an Employer of Choice by internal measures and 2) Develop a roadmap for becoming an Employer of Choice as defined by the relevant external benchmarks.					
1b	By June 2023, as a part of FOW Phase 2, develop and implement new people strategies, FOW frameworks, and supporting tools, engaging leadership as champions and utilizing strong change management to support success.					
1c	By June 2024, leveraging strong change management support and leadership champions, support and reinforce existing and implement new people and culture strategies.					
1d	Identify vendor to develop, and implement census, i.e., UCOP Climate survey, in spring 2023: 1) Report results – summer 2023 and 2) Action planning and implementation – summer/fall 2023					
1e	Continue a cycle of annual action planning and bi-annual review of SW engagement survey analysis and reporting. Report results and complete action planning in a timely manner (reporting within 60 days of receiving results, planning within 120 days of results).					
1f	Complete review of UCOP HR practices (based on SW HR policies) for alignment with objectives identified in the ARTFI plan.					
1g	Identify actions in partnerships with OWIB, ERGs, Ombuds, and other key stakeholders to support UCOP DEIB plans e.g., development of training programs, etc.					
1h	By June 2024, update the UCOP HR Workforce Plan 2022 – 2027 Goals and Objectives					
1i	Build organizational change competency by reestablishing Change Management COE/COP by June 2024 and fully operational by June 2025					

DIV GOAL #1

Support UCOP in Becoming an Employer of Choice

Goal: By 2028, strengthen and transform UCOP’s culture to foster an engaged, diverse, inclusive, and connected UCOP community where employees have opportunities to achieve career objectives.

Assumptions:

1. A high degree of engagement, alignment, and commitment from executive leadership
2. Ability to implement measures that increase accountability throughout the organization for people-related goals and strategies
3. Sufficient funding and resources to staff UCOP Ops, HR, and OWIB to develop, implement and provide ongoing support for the required efforts

Metrics and Targets:

1. Employee Engagement survey scores (CUCSA and pulse surveys) and new UCOP Climate survey
2. Retention
3. Internal promotions (measure of professional development and career opportunities)
4. Classes taken and employee satisfaction with learning and development offerings (enrollment metrics and post-course surveys)
5. Employer of Choice metrics (specific metrics to be determined)
6. Scores on inclusion and belonging

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)	\$130K	\$15K plus TBD	\$15K plus TBD									
Ongoing Annual Costs (Permanent)	TBD	TBD	TBD	TBD	TBD							
Annual Savings/Revenue												

Additional Information:

DIV GOAL #2

Develop UCOP EDI and Anti-Racism Strategic Framework

Strengthen Inclusive UC Workforce

Goal Owner: Sankaran

Goal: By August 2023, develop a unified UCOP equity, diversity, inclusion (EDI) and anti-racism strategic framework with priority focus areas and performance measures.

Opportunity:

UCOP has pockets of EDI excellence and expertise as division- and/or department-led strategies and initiatives, or as championed by individual staff. In general, this work, including the Anti-Racism Task Force (ARTF) recommendations and activities, is executed by passionate staff, committed leaders and ERGs. At present, however, there is no cohesive and articulated UCOP-wide EDIB strategy, which severely limits attempts to prioritize work and measure progress. There is an opportunity to develop a unified framework (i.e., a lens to view and approach this work) and identify UCOP-wide focus areas to measure performance and drive accountability starting Fiscal Year 24-25.

Proposed Solution:

The Office of Equity, Diversity & Inclusion (formerly the Office of Workplace Inclusion and Belonging (OWIB)) will take the lead in forming an Advisory Group of UCOP representatives, recognizing the importance of informed perspectives in this work and lived experience. The Advisory Group will meet regularly to collaborate with subject matter experts to develop an EDI and anti-racism framework for implementation across UCOP. The framework will align with Presidential Priorities on inclusion, the UCOP Strategic Framework, and the UC systemwide EDI framework; it will also demonstrate similarities and differences in EDI frameworks of UC Campuses. It is intended that this work will receive input from and be endorsed by the EPAG and PAG. Once the framework is released, UCOP division leaders will be accountable for progress on metrics with managers and supervisors responsible for adapting and implementing the identified priority focus areas across departments and reporting on outlined performance metrics. Adoption and execution of this framework with focus areas will require a set of skills that need to be integrated in the Learning & Development curriculum offerings. The work on this framework will be supported by the 2023 Leadership Conversations on EDI & Anti-Racism Series (a partnership between OWIB and Internal Communications) and the 2023 UCOP EDI Institute which will intentionally integrate this vision, pillars in this framework and the need to track EDI work via metrics.

As of July 2023, UCOP divisions (and departments) currently represented on the Advisory Group are: Academic Affairs (California Digital Library, Graduate, Undergraduate Equity Affairs, IRAP), UC Finance (UC Procurement), UC Investments, External Relations & Communications, UC Health, UC Legal, ANR and UC Operations (Information Technology Services, Systemwide and local HR). There is additional representation from one Employee Resource Group - OP Staff Assembly (OPSA) and the Academic Senate, National Labs and Secretary of the Regents. There are currently no representatives from the PEO and Title IX.

Benefits:

1. All employees experience consistency of vision and clarity on focus areas for UCOP's EDI and anti-racism work
2. Best practices for identified focus areas available to all UCOP departments/divisions
3. UCOP has an articulated brand and vision for EDI and anti-racism work accessible on UCOP's website
4. Performance metrics for tracking progress year over year and driving accountability

DIV GOAL #2

Develop UCOP EDI and Anti-Racism Strategic Framework

Goal: By August 2023, develop a unified UCOP equity, diversity, inclusion (EDI) and anti-racism strategic framework with priority focus areas and performance measures.

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
2	By August 2023, develop a unified UCOP equity, diversity, inclusion (EDI) and anti-racism strategic framework with priority focus areas and performance measures.					
2a	By October 2022, form an Advisory Group with representation from across UCOP					
2b	Between September 2022 and June 2023, convene the Advisory Group monthly and/or as needed					
2c	In partnership with the Strategy and Program Management Office (SPMO), develop the mission, statement, and vision for UCOP Advisory Group; Touchpoint for Division/Dept. feedback					
2d	Meet with PAG/EPAG to obtain inputs on the mission and vision					
2e	Advisory Group reviews current and future UCOP needs, concerns and priorities and identifies priority focus areas for the framework; Determine metrics that enable tracking of progress year over year to drive accountability and determine pivots in focus areas, if needed					
2f	Secure endorsement and support from EPAG					
2g	This work will get launched in late Fall 2023 with regular touchpoints with EPAG (the means and methods for ensuring ongoing accountability at the division-level are still in development)					

Assumptions:

1. Divisions and Depts will see the achievement of individual objectives in the UCOP-wide deliverables
2. The process to obtain staff and leader feedback from Divisions and Depts is developed and executed consistently by Advisory Group members with intention
3. PAG/EPAG provides strong endorsement of this work and commits to metrics to drive leadership accountability

Metrics and Targets:

1. UCOP-wide Division owned priorities identified for EDI and anti-racism work for FY 24-25 and FY 25-26
2. Metrics to track progress year over year and drive accountability determined and agreed upon by PAG/EPAG
3. Metrics indicate progress in process and outcomes if feasible
4. Staff and leaders @ UCOP experience knowledge on the status and progress made in this work

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)	\$8K	\$8K	\$8K	\$8K	\$8K							
Annual Savings/Revenue												

Additional Information:

DIV GOAL #3 Develop UC Employee Retention and Engagement Strategies

Strengthen Inclusive UC Workforce

Goal Owner: Lloyd

Goal: By FY25, create strategies, policies and programs designed to support all UC locations in engaging employees and supporting their growth throughout their careers at UC.

Opportunity:

Like many employers, the University is struggling to retain and engage its employees in a post-pandemic work environment. All UC locations are concurrently addressing related challenges that can seem mutually exclusive, such as providing flexibility (through increased implementation of hybrid and fully-remote modalities) while also strengthening connectedness and community (through data-driven approaches in equity, diversity, inclusion and belonging). These issues exist on top of familiar (pre-pandemic) challenges for UC, such as competing with private sector salary practices in a very competitive state. Addressing these complex issues effectively will require thoughtful, strategic systemwide support, and coordination with Academic Affairs, as they work to support faculty and academic researcher engagement and growth.

Systemwide UC strategies will be useful if they are adaptable by location and category. For example, challenges at UC San Diego look different than those at UC Merced or UCOP's Washington D.C. office and academic program. Needs also differ across departments within a location; an academic unit seeking a student-facing on-site role has different needs than an administrative unit seeking a budget analyst. Since a one-size-fits-all solution will not be successful, we will strive to develop and share strategies that can be customized to specific needs and easily implemented across the system.

Proposed Solution:

1. Offer modular strategies that can be customized, integrated and implemented across UC locations.
 - a. Consult with experts and thought leaders in this field – including Gartner, Fidelity, Mercer, Willis Towers Watson, University of California faculty and others – to better understand and capture the range of solutions and best practices.
 - b. Consult with employee groups (associations and unions), the systemwide HR Leadership Council, Council of Chancellors (COC), Council of Vice Chancellors for Administration (COVCA), and Council of Vice Chancellors for Planning and Budget (COVCPB) to identify needs and develop strategies that we can easily and effectively implement and deploy across the various UC locations.
 - c. Review and monitor SWHR's current organizational structure to make sure its resources and functions support these goals.
 - d. Determine appropriate metrics (i.e., engagement survey results, tracking job advancement, retention data), measure and regularly assess the value of these metrics
 - e. Share best practices with HR colleagues at UC locations, departments and units through our established HR-only website, alongside UC policies and guidelines.
 - f. Encourage UC locations to pilot, adopt, customize, integrate and implement strategies locally – and share lessons learned and best practices with systemwide colleagues.
 - g. Review the landscape regularly – annually at minimum – and adapt strategies as needed.
2. Examine and assess the University's total rewards package for all employees – including benefits, compensation and retirement options.

DIV GOAL #3 Develop UC Employee Retention and Engagement Strategies

Goal: By FY25, create strategies, policies and programs designed to support all UC locations in engaging employees and supporting their growth throughout their careers at UC.

Benefits:

1. Improved employee retention at UC overall and at individual locations
2. Improved employee engagement at UC overall and individual locations

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
3	Develop UC Employee Retention and Engagement Strategies					
3a	By March 2023, share SWHR's goals with CHROs					
3b	By March 2023, complete initial research of published solutions and best practices					
3c	By Spring 2023, draft preliminary strategies					
3d	By Summer 2023, review and refine preliminary strategies with HR Leadership Council					
3e	By Summer 2023, review and refine preliminary strategies with COVCA					
3f	By Summer 2023, review and refine preliminary strategies with COVCPB					
3g	By September 2023, share initial strategies with UC locations					
3h	Starting December 2023, monitor UC location strategy adoption and implementation					
3i	Starting December 2023, create baseline metrics to measure change and impact					
3j	Starting January 1, 2024, begin ongoing annual review of the landscape and adaptation of strategies					
3k	By December 2024, examine and assess the University's total rewards package for employees					

Assumptions:

1. HR Leadership Council, COC, COVCA and COVCPB engage in and support the process.
2. Locations adopt and implement targeted strategies.
3. Locations dedicate resources for effective engagement and responsiveness across the system. Some locations are interested in hiring staff while others are contracting consultancy firms to develop local strategies and implementation toolboxes. For example, UC Irvine and LBNL each contracted with Mercer.
4. New or worsened disruptions to the workforce environment can be forecasted or addressed quickly, and locations can remain agile to change.

Metrics and Targets:

Aim for improvements by location as resources are allocated and strategies implemented.

1. Quarterly analysis of employee voluntary separation #s at UC locations, starting Q1 2024.
2. Quarterly analysis of employee recruitment #s at UC locations, starting Q1 2024.
3. Annual employee surveys on engagement.

DIV GOAL #3 Develop UC Employee Retention and Engagement Strategies

Goal: By FY25, create strategies, policies and programs designed to support all UC locations in engaging employees and supporting their growth throughout their careers at UC.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)	\$250K	\$250K	\$100K	\$100K	\$100K							
Ongoing Annual Costs (Permanent)	\$250K	\$250K	\$300K	\$300K	\$300K		\$250K	\$250K	\$300K	\$350K	\$400K	
Annual Savings/Revenue	\$500K	\$500K	\$400K	\$400K	\$400K							

Additional Information:

Currently, the project team is administering a Request for Proposal (RFP) for consultant services to advance next steps of this goal, and financial estimates/costs will be updated based on the outcomes of the RFP process.

DIV GOAL #4

Implement UC Community Safety Priorities

Strengthen Inclusive UC Workforce

Goal Owner: Stiger

Goal: By 2025, fully implement the UC Community Safety Plan, a data-driven, service-oriented, community-centric approach to campus safety, and establish strategies to become a national leader in community safety and tiered response practices.

Opportunity:

As part of a wider national re-examination of policing, race, and systemic injustice in America after the killing of George Floyd and other Black people at the hands of law enforcement, the University of California, under the leadership of President Michael V. Drake, has been engaged in a systemwide effort to reimagine our approach to campus safety and security. As an epicenter for social movements and research that serves the public good, the University of California (UC) has never shied away from challenging conversations about systems and practices that perpetuate racism, inequality, or injustice. UC strives to be a place where students, faculty, staff, alumni, and other stakeholders – our UC community – is safe and welcoming for all.

In August 2021, the UC Community Safety Plan (CSP) was released and established a new direction for the University of California. The CSP represents a transformational change for UC toward a more data-driven, service-oriented, community-centric approach to campus safety. At the most basic level, the motivation for this goal is that members of the UC community must be safe and feel safe.

Beyond placing the UC community at the heart of safety and security practices through full implementation of the CSP, the goal of becoming a national leader in community safety practices is important given the scale of UC. Across the system, a total of \$155 million is spent on UC police departments; additionally, in the first six months of 2022 (January to June), systemwide there were 383,266 calls for service and 5,671 criminal activity reports (all data from UC Community Safety Data Dashboards).

Proposed Solution:

To achieve this goal, the Office of Systemwide Community Safety will focus on the following areas:

1. Establish a systemwide Community Safety Advisory Board comprised of students, faculty, and staff from across the system.
2. Meet and engage with key UC and campus communities to collect input and feedback from the UC community in collaboration with UCOP and campus leaders.
3. Develop strategies to increase the diversity of community safety personnel.
4. Review and modernize police policies and administrative procedures in partnerships with labor relations, legal, various UC subject matter experts, and HR.
5. Provide oversight and public accountability for systemwide community safety.
6. Sustain the reporting of systemwide safety data in partnership with UCOP IRAP.
7. Convene systemwide primary service providers from all locations to share best practices, and resources, and to guide continuous improvement
8. Strategize with UCOP ER&C on how best to tell the UC Story, i.e., the story of UC striving to become a national leader in community safety, the story of the changes, impact, and people that are both affected by community safety and of the work by providers and support personnel to ensure that members of the UC Community are safe and feel safe.

DIV GOAL #4

Implement UC Community Safety Priorities

Goal: By 2025, fully implement the UC Community Safety Plan, a data-driven, service-oriented, community-centric approach to campus safety, and establish strategies to become a national leader in community safety and tiered response practices.

Benefits:

1. Increased community safety employee diversity
2. Regular interactions with the UC community
3. Improved understanding of community safety at UC locations
4. Reduction of response by sworn-police officers to calls for service that could be served by non-sworn or mental health professionals

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
4	By 2025, fully implement the UC Community Safety Plan, a data-driven, service-oriented, community-centric approach to campus safety, and establish strategies to become a national leader in community safety and tiered response practices.					
4a	By March 2023, identify board membership and charge of the board and develop charter and governance documents and by May 2023, convene first meeting, and quarterly thereafter					
4b	By January 2022, identify key UC and campus communities and appropriate cadence for ongoing engagement and once stakeholders are identified, proceed with meetings in determined cadence					
4c	By June 2023, develop a baseline understanding of the current profile of personnel and by October 2023 complete a review of potential strategies for increasing diversity and provide recommendations to campuses					
4d	By February 2023, identify an appropriate process and plan for updating policies and procedures; by April 2023, commence the process for an update and systemwide consolidation of police policies and procedure; and by mid-2024 complete review and update for consolidated systemwide police policies and procedures					
4e	By January 2023, evaluate and provide campuses new “progress report” template; by October 2023, in partnership with the Systemwide Community Safety Advisory Board, determine evaluation goals of systemwide community safety data; and by mid-2024, develop Office of Systemwide Community Safety capabilities to analyze data and practices for continuous improvement					
4f	By April 2023, identify the date for the first convening of systemwide safety providers and the initial agenda and organization plan. Target is Fall 2023 for the first conference and every two years after that.					
4g	By June 2023, develop a communications strategy to showcase the work of UC community safety personnel, highlighting the successes of the tiered response model and collaboration between safety functions					

DIV GOAL #4

Implement UC Community Safety Priorities

Goal: By 2025, fully implement the UC Community Safety Plan, a data-driven, service-oriented, community-centric approach to campus safety, and establish strategies to become a national leader in community safety and tiered response practices.

Assumptions:

1. The willingness of stakeholders to engage and participate in work
2. Continued attention and prioritization by campuses of safety work
3. Appropriately staffed Office of Systemwide Community Safety to support the planning and implementation work
4. Sufficient funding and resources to support efforts

Metrics and Targets:

1. Community safety personnel diversity
2. Number of meetings and interactions with the UC community
3. Submission by individual campuses of data and progress reports
4. Calls for service, including responses taken by tiered response model personnel such as mental health professionals
5. The increasing number of attendees to the systemwide safety provider conference

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)	Conference - TBD		Conference - TBD		Conference - TBD							
Ongoing Annual Costs (Permanent)		1 FTE Analyst	1 FTE Analyst	1 FTE Analyst	1 FTE Analyst							
Annual Savings/Revenue	Conference Registration		Conference Registration		Conference Registration							

Additional Information:

DIV GOAL #5

Create a UC Digital Innovation Partnership Network

Expand Opportunities in Learning & Research

Goal Owner: Williams

Goal: Advance UC's mission in teaching, research and public service by expanding strategic partnerships with organizations such as suppliers, employers and partners through a UC Digital Innovation Partnership Network to launch by FY24-25.

Opportunity:

UC spends more than \$2 billion annually procuring IT-related services, produces over 60,000 "new employees" (graduates) annually, and licenses hundreds of millions of dollars in intellectual property to companies each year.

Suppliers provide pricing discounts in return for our systemwide spend. We are missing a broader opportunity to generate greater strategic value for the University through relationships with suppliers and other companies. By creating and deepening relationships with business partners, we can support strategic partnerships at scale that directly impact the mission of the University of California. Example opportunities where UC could develop and expand strategic partnerships with suppliers, employers and companies include:

- job opportunities and internships for students;
- funding for research;
- work force development programing for UC staff;
- students for UC professional and extension programs;
- subsidization of digital innovation administrative programs;
- increased adoption of UC intellectual property;
- sponsors and support for entrepreneurship; and
- partners on key UC strategic priorities like climate and EDI.

Suppliers represent ideal candidates to begin with as part of a Digital Innovation Partnership Network because they are directly incentivized to work with UC because the amount of system spend. The concept of strategic partnerships can be easily expanded to any digital first organization that wants to engage with UC at scale regardless of whether they are a current supplier.

Proposed Solution:

Create a **UC Digital Innovation Partnership Network** program. Program would identify opportunities and create and manage systemwide partnership agreements between UC and digital first partners. The program would support multiple tiers of engagement. The day-to-day management would consist of resource distribution and relationship building and brokering between Digital Partners and distributed units across UC.

Digital Partners examples: Cisco, Amazon, Microsoft, Intel, State Department of Technology, Code for America

Key UC Partners include: UC Finance division w/ focus on procurement, UC Academic services, UC Systemwide HR, External Relations and Communications, Campus Corporate Partnership Offices, Campus Career Services, Campus Alumni Offices

DIV GOAL #5

Create a UC Digital Innovation Partnership Network

Goal: Advance UC’s mission in teaching, research and public service by expanding strategic partnerships with organizations such as suppliers, employers and partners through a UC Digital Innovation Partnership Network to launch by FY24-25.

Benefits:

1. Partners benefit by having a concierge service to navigating UC campus units in exchange for aggregated commitments to the UC
2. UC campuses benefit by gaining access to opportunities that directly benefits student success, research, and public service
3. UC system benefits from creating a pipeline of press opportunities through externally funded cross campus collaboration opportunities
4. UC employees benefits from sponsored workforce development opportunities and subsidized interns

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
5	Advance UC’s mission in teaching, research and public service by expanding strategic partnerships with organizations such as suppliers, employers and partners through a UC Digital Innovation Partnership Network to launch by FY24-25					
5a	Hire an Associate Director and interns – Year 23-24					
5b	Build an UCOP Digital partnership engagement council and executive steering council - Q1 23-24					
5c	Create a database of key UC relationships					
5d	Develop and execute an engagement plan with top 50 digital partner prospects Q2 23-24 - Q3 23-24					

Assumptions:

1. UCOP has some way to accept funding
2. We are able to build an internal network of aligned UC stakeholders
3. Partners value having a single point to help navigate UC

Metrics and Targets:

1. # of SRA
2. # of sponsored events
3. # of funded UC interns
4. # of sponsored research
5. # of internships offered through program
6. # of on campus recruitments through programs
7. # of sponsored workforce development programs

DIV GOAL #5

Create a UC Digital Innovation Partnership Network

Goal: Advance UC's mission in teaching, research and public service by expanding strategic partnerships with organizations such as suppliers, employers and partners through a UC Digital Innovation Partnership Network to launch by FY24-25.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)	\$250K	\$258K	\$265K	\$273K	\$281K	\$1.327M						
Annual Savings/Revenue												

Additional Information:

This program has the opportunity to significantly support UC goals around climate and sustainability as well as equity diversity and belonging goals. This program would require engagement with a broad range of stakeholders in the Office of the President and campuses to be successful.

Goal: Advance UCOP's financial accountability and management by expanding Budget & Finance's financial planning and analysis capabilities by June 2023, and implementing a repeatable multi-year budget process by June 2024.

Opportunity:

The financial management strategies proposed serve two primary functions:

1. Implementing a multi-year budgeting process that is aligned with strategic planning is critical to managing limited resources, aligning resources, and supporting trade-off decisions in annual and multi-year budget processes. UCOP's most flexible financial resources are unrestricted funds which fund many critical systemwide and core services and support key programs. They are consistently constrained and rely heavily on campus assessment funding. In addition, UCOP's budget is subject to intense scrutiny by the campuses, Regents, and state legislature.
2. The level of financial acumen at UCOP varies significantly throughout the organization. Persistent challenges include optimizing budget timing/phasing, forecasting accuracy, and development of clear business explanations of budget variations. Optimizing UCOP's financial discipline may improve forecast accuracy, enable greater insights from financial reports, and allow management to make better in-year decisions, all of which can affect UCOP's financial flexibility, ability to optimize constrained resources, and impact UCOP's reputation with stakeholders.

Proposed Solution:

1. Advance organizational financial accountability, management, and transparency by implementing Intermediate/Advanced levels of FAM (Financial Accountability and Management) project by December 2023. This level of planning introduces more financial accountability and adds alignment to strategic plans over a longer planning horizon (36 months). This will require close partnership with the Budget & Finance (BFD) Community of Practice, division leaders, chiefs of staff, and all budget owners.
2. Implement repeatable multi-year budget process by June 2024. This will require close partnership with the BFD Community of Practice, division leaders, chiefs of staff, UCOP Human Resources, and all budget owners. In addition, in order to effectively link multi-year budget planning and workforce planning to the UCOP strategic planning process, BFD will need to work closely with the Strategy & Program Management Office (SPMO) and secure executive leadership support and engagement.
3. Align UCOP BFD organization and expand capabilities through professional development, strategic recruitment, or other means to further advance BFD's position as a financial planning and analysis (FP&A) and decision-support resource by June 2023.

Benefits:

1. Consistent improvement in controllable budgeting and forecasting, with smaller variances between budgets and actuals and other to-be-defined metrics of financial management and budget owner accountability
2. Alignment between strategic planning, workforce planning, and multi-year budgeting to direct investments to strategic objectives, Presidential priorities, and the UC mission and better anticipate, manage, fund, and support strategic priorities and enable trade-off decisions in a constrained funding environment and provide additional clarity on operational tactics
3. Enhanced capabilities in the BFD team and UCOP's capabilities in financial management. Increased client satisfaction with BFD services, processes, and tools
4. Improved understanding and communication across UCOP regarding budget matters.

Goal: Advance UCOP's financial accountability and management by expanding Budget & Finance's financial planning and analysis capabilities by June 2023, and implementing a repeatable multi-year budget process by June 2024.

Opportunity:

The financial management strategies proposed serve two primary functions:

1. Managing limited resources, aligning resources, and supporting trade-off decisions in annual and multi-year budget processes.
 - UCOP's most flexible financial resources are unrestricted funds which fund many critical systemwide and core services and support key programs. They are consistently constrained and rely heavily on campus assessment funding. In addition, UCOP's budget is subject to intense scrutiny by the campuses, Regents, and state legislature.
2. Optimizing UCOP's financial discipline.
 - The level of financial acumen at UCOP varies significantly throughout the organization. Persistent challenges include optimizing budget timing/phasing, forecasting accuracy, and development of clear business explanations of budget variations. Optimizing financial discipline via the multi-year budgeting process is intended to improve forecast accuracy, enable greater insights from financial reports, and allow management to make better in-year decisions, all of which can affect UCOP's financial flexibility, ability to optimize constrained resources, and impact UCOP's reputation with stakeholders.

Proposed Solution:

1. Advance organizational financial accountability, management, and transparency by implementing Intermediate/Advanced levels of FAM (Financial Accountability and Management) project by December 2023. This level of planning introduces more financial accountability and adds alignment to strategic plans over a longer planning horizon (36 months). This will require close partnership with the Budget & Finance (BFD) Community of Practice, division leaders, chiefs of staff, and all budget owners.
2. Implement repeatable multi-year budget process by June 2024. This will require close partnership with the BFD Community of Practice, division leaders, chiefs of staff, UCOP Human Resources, and all budget owners. In addition, in order to effectively link multi-year budget planning and workforce planning to the UCOP strategic planning process, BFD will need to work closely with the Strategy & Program Management Office (SPMO) and secure executive leadership support and engagement.
3. Align UCOP BFD organization and expand capabilities through professional development, strategic recruitment, or other means to further advance BFD's position as a financial planning and analysis (FP&A) and decision-support resource by June 2023.

Benefits:

1. Consistent improvement in controllable budgeting and forecasting, with smaller variances between budgets and actuals and other to-be-defined metrics of financial management and budget owner accountability
2. Alignment between strategic planning, workforce planning, and multi-year budgeting to direct investments to strategic objectives, Presidential priorities, and the UC mission and better anticipate, manage, fund, and support strategic priorities and enable trade-off decisions in a constrained funding environment and provide additional clarity on operational tactics
3. Enhanced capabilities in the BFD team and UCOP's capabilities in financial management. Increased client satisfaction with BFD services, processes, and tools
4. Improved understanding and communication across UCOP regarding budget matters.

DIV GOAL #6

Advance UCOP Multi-Year Budgeting Process

Goal: Advance UCOP’s financial accountability and management by expanding Budget & Finance’s financial planning and analysis capabilities by June 2023 and implementing a repeatable multi-year budget process by June 2024.

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
6	Advance UCOP’s financial accountability and management by expanding Budget & Finance’s financial planning and analysis capabilities by June 2023 and implementing a repeatable multi-year budget process by June 2024.					
6a	By October 2022, pilot a multi-year budget in summer 2022 with completion					
6b	By May 2023, identify potential enhancements required for the PBS system and implement. PBS is UCOP’s financial planning tool (Oracle Cloud EPBCS) and enhancements may include implementation of new modules (workforce, strategic plans) and / or other usability improvements (forms, user interface, improved reporting).					
6c	Leverage key learnings from the pilot and work in collaboration with the SPMO to design a timeline and repeatable process for annual strategic / multi-year plans for implementation across UCOP by May 2023 in preparation for FY25-26 budgeting.					
6d	Advance FAM by building competencies across UCOP to achieve Intermediate level by December 2023 (FAM commenced in summer 2021).					
6e	Drive continuous improvement (org effectiveness, client service, reporting, planning accuracy) through repeatable process and quarterly communications with division leadership (ongoing).					

Assumptions:

1. For FAM, executive support and commitment to the program, budget owner engagement and ownership of budgets and financial results. In addition, investment must be made in staff development (training(s) for BFD staff and the UCOP community). An ongoing requirement for change management resources will continue to be a priority.
2. For multi-year budgets, executive support and participation in the program, budget owner engagement and ownership of budgets and operational plans. Alignment with senior leadership and the SPMO on timeline, objectives, deliverables and outcomes is critical.
3. Resources to continue to enhance systems and reports, as needed.
4. Commitment to training and change management resources.
5. Budget and agreement for adding 2 to 3 staff resources to BFD (@\$180K per FTE)

DIV GOAL #6

Advance UCOP Multi-Year Budgeting Process

Goal: Advance UCOP’s financial accountability and management by expanding Budget & Finance’s financial planning and analysis capabilities by June 2023 and implementing a repeatable multi-year budget process by June 2024.

Metrics and Targets:

1. Establish key metrics for budget-to-forecast variances in all units and other to-be-defined metrics of financial management and budget owner accountability, measure and monitor accuracy and report quarterly.
2. Improvement in alignment between strategic plans, strategic objectives, Presidential priorities, workforce plans and requests for funding in annual budgets.
3. Measure budget owner satisfaction through ad hoc analysis or surveys on BFD services, processes, and tools, analyze changes, and reports.
4. Reduce cycle time for budgeting and forecasting.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)	\$63K (Change Mgmt Support)	\$36K					N/A					
Ongoing Annual Costs (Permanent)	\$180K (1 FTE)	\$360K (+1 add'l FTE)					N/A					
Annual Savings/Revenue	N/A	N/A					N/A					

Operational Service Excellence

Goal Owner: Turner

Goal: By December 2025, transition UCPath to a stable shared services center by optimizing staffing, processes, systems, organizational structure and operations to achieve 95% of service targets.

Opportunity:

Over a 2 ½ year period – January 2018 to July 2020 – 19 locations comprised of more than 230,000 UC employees were migrated onto the UCPath platform. This migration far outpaced the industry standard for these types of enterprise-wide conversions. In any large-scale system migration, there are always some outstanding post-migration issues that must be addressed. In the case of UCPath, this post-conversion stabilization was exacerbated by migrating into a new system/platform, with a new workforce and organizational structure, and with operational processes that had not yet been stabilized, scaled for rapid migration of customers onto a new platform, and optimized for efficiency.

After the UCPath system was implemented, new employees were hired into a startup organization, and operational service level targets were established and expectations communicated to UC locations and other stakeholders. These service targets were based on performance expectations for a mature shared services organization, rather than UCPath Center's early stage of maturity. As such, service targets are not realistic and stakeholders continue to have false expectations of what can and should be delivered by UCPath Center.

UCPath Center needs to transition from a startup shared services organization to a mature service center that is fully staffed and trained, operationally sustainable, properly aligned functionally, and with systems that produce predictable and realistic service outcomes.

Proposed Solution:

Scope: Implement an operational transformation to transition UCPath from a startup organization to a stable shared services center.

Objectives:

1. Recruit aggressively to achieve targeted staffing levels to improve service and have sufficient staff to scale to meet seasonal volume surges.
2. Utilize contract staff to supplement career staff until targeted staffing levels are achieved.
3. Optimize business processes and operations to eliminate redundancies and inefficiencies.
4. Utilize technology (e.g., AI, RPA, process bionics, etc.) to automate and streamline redundant and manual operational processes.
5. Eliminate functional gaps consistent with operational entities at this stage of development.
6. Implement a comprehensive training protocol to address internal staff needs (systems, operational, professional, etc.) and offer to locations to improve their ability to effectively utilize UCPath's systems and processes.

DIV GOAL #7

Stabilize UCPATH Center

Goal: By December 2025, transition UCPATH to a stable shared services center by optimizing staffing, processes, systems, organizational structure and operations to achieve 95% of service targets.

Benefits:

1. Clarified role and identity for UCPATH Center and its relationship to UC locations and stakeholders resulting in reduced operational confusion and “friction” between UC employees, locations, and UCPATH
2. Stabilized systems and operations
3. Streamlined work processes
4. Increased UC Path Center expertise
5. Increased efficiency by eliminating inefficient manual processes, reducing UCPATH’s reliance on expensive contract support to supplement lack of staff, and reducing the cost of correcting operational errors that contribute to backlogged cases
6. Improved experience
7. Reduced errors and risk
8. Predictable year-over-year costs to stakeholders
9. Improved staff morale within UCPATH

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
7	By December 2025, transition UCPATH to a stable shared services center by optimizing staffing, processes, systems, organizational structure and operations to achieve 95% of service targets.					
7a	By September 2022, complete Phase I “Create Capacity” operational transformation initiative.					
7b	Identify opportunities within Phase I “Create Capacity” to undertake in Phase II beginning in October 2022 through December 2025.					
7c	Mitigate operational staff shortages by contracting with a managed services provider to supplement Call Center, Employee Services, and Production staff to handle workflow seasonal volume beginning in August 2022 through February 2024, while continuing to aggressively recruit to fill career staff vacancies.					
7d	Identify and implement Case Management operational transformation opportunities beginning in October 2022 through December 2025.					

Assumptions:

1. Staffing targets can be achieved and maintained to sustain operational efficiency.
2. Continued funding for targeted headcount and technology projects in future years to support targeted strategic initiatives.
3. Leverage technology solutions (e.g., AI, RPA, ML, etc.) to reduce dependency on contract support during peak volume periods.

DIV GOAL #7

Stabilize UCPath Center

Goal: By December 2025, transition UCPath to a stable shared services center by optimizing staffing, processes, systems, organizational structure and operations to achieve 95% of service targets.

Metrics and Targets:

1. Improved collaboration and partnership with UC locations, medical centers, and other stakeholders with greater clarity on respective roles and responsibilities
2. Consistent business operations with predictable outcomes
3. Increased efficiency (e.g., shorter call wait times, ability to consistently achieve service targets, improved escalation process, etc.)
4. Ability to effectively resolve issues with consistent communications to customers regarding root causes of reported problems
5. Ability to incorporate state-of-the-art technology and methodologies to potentially reduce reliance on additional staff to perform manual and repetitive tasks
6. Improved experience as measured by feedback on surveys and through established communication protocols (e.g., stakeholder meetings, governance meetings, etc.)
7. Reduced errors will be measured based on monitoring escalations, reduced backlogged cases, and number of overpayments, dropped benefits, etc.
8. Improved staff morale as measured by employee surveys, attrition rates, tracking of new employee recruitment referrals, and ability to attract, retain, and promote employees.
9. Utilize technology solutions (e.g., AI, RPA, ML, etc.) to optimize operational processes and improve efficiency, while reducing dependency on contract staff.
10. Establish periodic reporting and feedback to UC Regents regarding UCPath's progress towards achieving its strategic goals.
11. Develop a process to measure satisfaction of transactor level staff within UC system regarding their experience with UCPath.
12. Develop a process to quantify the ROI for UCPath to Regents and other stakeholder groups.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)												
Annual Savings/Revenue												

Additional Information:

DIV GOAL #8

Stabilize UC Retirement Administration Service Center

Operational Service Excellence

Goal Owner: Lloyd

Goal: Meet or exceed 80% of performance goals across RASC by December 2024, and meet or exceed 95% of service targets by FY27-28 through the full implementation of the new operating model to stabilize operations.

Opportunity:

Following the implementation of the Redwood system in 2019 and a thorough review and analysis, it became apparent the previous business structure was not equipped to deliver the quality of expected service. In December of 2021, the Retirement Administration Service Center (RASC) received approval to implement a new operating model with the focus of transforming the unit to become a customer-centric organization that will consistently deliver a superior service experience to our active members, retirees, survivors, beneficiaries, internal clients, and external partners.

The new model consists of five distinct teams, each one with deep subject matter expertise and an expectation of cross-team collaboration. Once successfully implemented, the needs of all members will be met or exceeded and regular assessments will be made of actual performance against goals.

Over the previous year we have been focused on educating our members and stakeholders of the various areas of challenges, implementing new programs, such as “No Lapse in Pay,” which ensured pay and benefit continuation for eligible members. RASC leaders have also developed business cases and financial support to improve services within key areas, while demonstrating progress with regularly reported metrics.

Once fully realized, the new model will offer more targeted services, with need-specific access points to RASC increasing from 3 to 7, by December 31, 2023, and improved Initial contact and first-time issue resolution including initiative-taking outreach by June 30, 2024.

Proposed Solution:

1. Provide trustworthy communications and an exceptional contact experience to our members
2. Deliver accurate and timely results through highly skilled team members
3. Adopt and embed existing (Redwood) and new technologies into our daily work and culture
4. Build strong, collaborative relationships & partnerships with campuses, our partners, and stakeholders
5. Encourage and drive high performance to achieve timely and optimal outcomes

Benefits:

1. Formalize Retiree counseling to support a high-contact (and remote) model
2. Develop new Survivor Intake process with a resolute team and phone line
3. Implement new tiered support model within the Call Team
4. Hire Insurance Liaisons to support members with emergent queries
5. Build new payroll team within RASC
6. Launch training programs to build skills and capabilities across RASC

DIV GOAL #8

Stabilize UC Retirement Administration Service Center

Goal: Meet or exceed 80% of performance goals across RASC by December 2024, and meet or exceed 95% of service targets by FY27-28 through the full implementation of the new operating model to stabilize operations.

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
8	Finalize the implementation of the new operating model to stabilize operations by achieving 80% of performance goals across the RASC by December 2024, and meeting or exceeding 95% of service targets by FY27-28.					
8a	Successful Survivor Intake Go-Live by March 1, 2023					
8b	Hire and train new team members by June 30, 2023					
8c	Implement new onboarding program for newly hired and new to role team members by June 30, 2023					
8d	Continue to develop and deploy tiered call support model by December 31, 2023: (1) Define tier two call types and hire service representatives, and (2) Further identify to expand tier one support					
8e	Implement RASC Portal to support Retirement Counseling and Member Education by March 31, 2024					
8f	Hire team and develop new processes to streamline Payroll Support within RASC by March 31, 2024					

Assumptions:

1. Successful recruitment of key skills and talent within the marketplace
2. Prioritization of technology projects identified to improve Redwood functionality and performance to support the business
3. Successful Redwood Support Model Transition and transfer of knowledge
4. Redwood system stability to eliminate further impact to our reputation and ability to focus on improved service

Metrics and Targets:

1. Retirement Counseling – # of sessions conducted, # of attendees to member education seminars and individual member survey results.
2. Survivor Intake - # of calls received via dedicated phone line, improved processing from notification to payment and reduce the number of Survivor related escalations
3. Tiered Call Support – Achieve SLAs: 5-minute Speed to Answer SLA, 90% of calls answered to include Callbacks and fully implemented Tier two support model
4. Training – Develop training programs and identify assessment model

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)												
Annual Savings/Revenue												

Additional Information:

DIV GOAL #9

Create a UC Digital Transformation Program

Operational Service Excellence

Goal Owner: Williams

Goal: Increase satisfaction and reduce risk by digitizing, modernizing, securing, scaling, and automating shared UC business capabilities over the next five years.

Opportunity:

We have an opportunity to more directly support UC's mission, increase services, reduce risk, and improve operational effectiveness and efficiency of the core UC capabilities by addressing the below problems:

- Many of the shared UC business capabilities are supported by manual processes, unsecure and instrumented systems, siloed data and a lack of shared infrastructure and platforms.
- Significant technology projects across the UC carry significant risk because of the variance in their approaches to governance, digital architecture, project management and funding.
- The primary ways of working on projects that support these capabilities are based on waterfall methodology approaches that require significant upfront costs and long lead times to value realization.
- UC data assets are not realizing their full value to the system.
- Not maximizing the value of our technology partners.
- Unoptimized allocation and use of UC Regent resources.

Proposed Solution:

1. Execute UCOP and UC wide digital transformation program that:
 - a. Provides secure and scalable Core UC Digital Ecosystem
 - b. Creates Higher Ed's first Digital risk management center
 - c. Maximizes digital agencies to advance the core UC mission
2. Change UC IT's core capabilities and ways of working to execute transformation program by:
 - a. Creating a sustainable digital budget model (key partner(s) include: budget department)
 - b. Transforming IT sourcing (key partner(s) include: UC procurement and UCOP procurement)
 - c. UC Digital Process and Project Center of Excellence (key partner(s) include: UCOP Operations and UCOP SPMO)
 - d. UC Experience Design Lab
 - e. Build UC IT Lean Enterprise Architecture capability
3. Change the UC IT organization and operating model to support core capabilities by:
 - a. Establishing a central UC IT identity and brand
 - b. Creating an integrated UC and UCOP digital governance
 - c. Restructuring to support a digital optimizing organization structure and operating model
 - d. Creating a "Scaled Digital Talent Development and UC Community Building" Program

DIV GOAL #9

Create a UC Digital Transformation Program

Goal: Increase satisfaction and reduce risk by digitizing, modernizing, securing, scaling, and automating shared UC business capabilities over the next five years.

Benefits:

1. Increased satisfaction
2. Increased employee productivity
3. Reduction in enterprise risk
4. Greater economies of scales
5. Stronger mission alignment

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
9	Create and execute a federated digital transformation program to increase satisfaction and reduce risk by digitizing, modernizing, securing, scaling, and automating shared UC business capabilities over the next five years.					
9a	Create an Integrated UC and UCOP Digital Governance Model between 23-24 Q1 – Q3					
9b	Create a Digital Transformation PMO between 23-24 Q1 – 25-26 Q3					
9c	Build out shared platform and ecosystem roadmap between 23-24 Q1 – 24-25 Q2					
9d	Build an integrated transformation roadmap across key UC system areas between 23-24 Q3 – 24-25 Q2					

Assumptions:

1. Support from President, executive team and location leaders
2. Ability for UC IT to leverage extramural funding
3. Partnership of key UCOP divisions
4. Strong partnership with risk for funding and incentives

Metrics and Targets:

1. Experience metrics around core UC capabilities (CSat and NPS)
2. Adoption metrics of shared infrastructure and platforms (# of users)
3. Sentiment of governance committee members
4. Experience with significant IT projects
5. Amount of obsolescence of Core UC Digital Infrastructure
6. Number of significant IT projects that are flagged red

DIV GOAL #9

Create a UC Digital Transformation Program

Goal: Create and execute a federated digital transformation program to increase satisfaction and reduce risk by digitizing, modernizing, securing, scaling, and automating shared UC business capabilities over the next five years.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)	\$5K	\$15K	\$10K							TBD	TBD	
Ongoing Annual Costs (Permanent)	TBD	TBD	TBD	TBD	TBD							
Annual Savings/Revenue	TBD	TBD	TBD	TBD	TBD					TBD	TBD	

Additional Information:

Transformation program would require integration with other UC-Wide technology projects.

DIV GOAL #10 Implement an Operational Dashboard and Continuous Improvement Process

Operational Service Excellence

Goal Owner: Ryu

Goal: Ensure accountability to service and operational excellence by implementing an operational dashboard and continuous improvement process by January 2026.

Opportunity:

The UC Operations Division has made a commitment to providing operational excellence across all units – to bring operational excellence equivalent to UC’s teaching and research enterprise. Feedback provided by UCOP staff indicates opportunities to identify and meet more specific standards for service delivery. These standards require definition across multiple UC Operations units including UCPATH, OP Operations, Systemwide Human Resources, and IT Services. As a result of current UC Operations Division Goal #11: Develop UC Operations Service Standards, will come the need for a mechanism and process to track progress and drive accountability.

Proposed Solution:

1. Identification and confirmation of metrics to track across multiple units
2. Assessment and confirmation of data sources that will enable monitoring
3. Identification and implementation of tools, resources, and processes needed for timely reporting, assessment, and accountability

Benefits:

1. Mechanism to evaluate progress towards metric targets
2. Ability to drive accountability behind service
3. Continuously improving processes that reflect stakeholder feedback

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
10	Ensure accountability to service and operational excellence by implementing an operational dashboard and continuous improvement process by September 2024.					
10a	Confirm metrics required to meet operational excellence standards cited in (current) Goal #11 by August 2024					
10b	Confirm data sources for metrics identified by January 2025					
10c	Develop the technical requirements and identify tool to collect data by July 2025					
10d	Develop process for reporting and accountability by September 2025					
10e	Implement dashboard solution and integrate necessary data with testing and validation by December 2025					
10f	Go live with Dashboard by January 2026					

DIV GOAL #10 Implement an Operational Dashboard and Continuous Improvement Process

Goal: Ensure accountability to service and operational excellence by implementing an operational dashboard and continuous improvement process by September 2024.

Assumptions:

1. UC Operations units complete definition of operational excellence and service metrics and targets
2. Full availability and access to required data
3. Resources to develop tool and manage ongoing process

Metrics and Targets:

1. Dashboard tool in place for measuring operational excellence metrics; defined cycle for refreshing data
2. Ongoing process – at least annual – for review and continuous improvement in place

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)	\$0	\$0	\$150K	\$0	\$0	\$150K	N/A	N/A	N/A	N/A	N/A	N/A
Ongoing Annual Costs (Permanent)	\$0	\$0	\$0	\$0	\$0		N/A	N/A	N/A	N/A	N/A	
Annual Savings/Revenue	\$0	\$0	\$0	\$0	\$0		N/A	N/A	N/A	N/A	N/A	

Additional Information:

Anticipated cost for data integration services and potentially subscription for platform to hold dashboard.

DIV GOAL #11

Develop UC Operations Service Standards

Operational Service Excellence

Goal Owner: O'Sullivan

Goal: Advance service delivery, build trust, and focus resource allocation by establishing service standards across all UC Operations units starting in FY24 and meeting or exceeding metrics by FY26.

Opportunity:

UC Operations provides systemwide services to UC locations, leaders, all employees, retirees and annuitants, and “local” services within and to the UCOP community. The UC community expects and relies on our services being timely, accurate, and professional.

The absence of data can lead to management by anecdote, as individuals vocalize client experience stories which may or may not accurately represent the standard of service provided by UC Operations. We will strive to rebuild trust in our people, our processes, and our systems by setting standards and continuing stakeholder conversations to understand expectations and concerns.

Setting service standards that align with needs, and measuring our performance to those standards, will pinpoint areas where we need to prioritize, improve and resource. Equally important, our employees and teams will have clearly defined service goals, and UC Operations will be able to shine a light on progress and operational excellence achievements.

It is important to note that the activities in this goal complement other UCO goals, including:

- Goal 3: Develop UC Employee Retention and Engagement Strategies
- Goal 6: Advance UCOP Multi-Year Budgeting Process
- Goal 7: Stabilize UCPath Center
- Goal 12: Implement UC Ready Across UC Operations Units
- Goal 13: Optimize UCOP Operations Processes

Proposed Solution:

Scope: UC Operations will collaborate with stakeholders, set service standards, and manage expectations on service delivery. We will hold ourselves accountable, measure our performance, and adjust as needed for improvements.

Objectives: Each unit within UC Operations is unique in their service delivery, so a one-size-fits-all approach for service standards will not apply. Instead, each unit will have an opportunity to set service standards that align with their specific service offerings and customers’ needs, and institute tools for measuring service performance against service standards. We will look for alignment across the division as we move forward in the development phase.

1. Establish SMART (specific, measurable, achievable, realistic, and time-bound) service standards, termed “service level goals.”
2. Consider, address and communicate service standards: Service Availability, Service Concerns, Service Performance Reviews, Service Improvements, Service Standards Relevance, and Service Commitments in Existing MOUs
3. Consider and implement strategies to measure service delivery: define standard levels; determine standard measurements; implement automated customer service survey/tracking tool; acclimate service teams to time tracking on service delivery; monitor performance through reports & analytics; include performance metrics in the to-be-established UC Operations Dashboard; and collect insight and adjust processes and resource allocation as needed.

DIV GOAL #11

Develop UC Operations Service Standards

Goal: Advance service delivery, build trust, and focus resource allocation by establishing service standards across all UC Operations units starting in FY24 and meeting or exceeding metrics by FY26.

Benefits:

1. Improve our reputation with clients
2. Focus excess capacity on continuous improvement rather than addressing complaints
3. Re-invest in technology and training where the survey data show that it is warranted

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
11	Advance service delivery, build trust, and focus resource allocation by establishing service standards across all UC Operations units starting in FY24 and meeting or exceeding metrics by FY26.					
11a	Where applicable to the metrics for that unit, interview service survey providers (UCSD Tritonlytics, Willis-Towers-Watson, Other)					
11b	Determine overall service goals for each unit; some units may wish to also measure improvement with specific processes to address known pain points.					
11c	Launch surveys before EOY and determine regular cycle for surveying (i.e., after each transaction? Per certain time period?)					
11d	Analyze results to determine cause/solutions to key issues and devise strategies to address.					
11e	Implement improvements and re-survey to validate					

Assumptions:

1. Support from leadership and staff in all units
2. Training in providing consistent service levels

Metrics and Targets:

To be determined per unit

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ongoing Annual Costs (Permanent)	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	
Annual Savings/Revenue												

Additional Information:

It is anticipated that this Goal will be completed utilizing existing resources.

DIV GOAL #12

Implement UC Ready Across UC Operations Units

Operational Service Excellence

Goal Owner: O'Sullivan

Goal: Strengthen the University's resilience in business continuity and emergency management planning by implementing UC Ready across all UC Operations units starting in FY24 and concluding by FY26.

Opportunity:

Staff and leaders across the University filled gaps and adapted resources to help our organization function throughout the pandemic. These gaps highlighted that there may still be vulnerability across UCO systems and processes. Utilizing best practices and with partnership from UC Risk Services, we will implement UC Ready across UC Operations units to improve preparedness for events which may disrupt operations across the University in the future.

Proposed Solution:

The UC Policy on Safeguards, Security and Emergency Management specifies that each UC location will maintain effective programs to strengthen crisis and consequence management capabilities across the University system. In partnership with UC Risk Services, we will take steps to achieve compliance with this policy by implementing UC Ready's software and planning approach across all UC Operations units.

UC Ready is the web-based software tool utilized by the UC Risk Services Continuity Planning program which provides guidance and best practice sharing across UC in emergency planning, and is in place across UC's critical campus operations. Business continuity planning will include strategies for recovery and advance preparations. Benchmarks and metrics will be utilized through the UC Ready system to encourage better practices and improvements.

Implementation will be phased across UC Operations, likely unit by unit or department by department.

Benefits:

1. Readiness for disruptions through completed and up to date emergency management plans and practices
2. Achieved compliance with the UC Policy on Safeguards, Security and Emergency Management
3. Improved coordination and communication during normal operations

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
12	Strengthen the University's resilience in business continuity and emergency management planning by implementing UC Ready across all UC Operations units starting in FY24 and concluding by FY26.					
12a	Determine availability of UC Ready implementation funding and subject matter expert(s) (SMEs) through UC Risk Services by June 2023					
12b	Prioritize and set the schedule for implementation phases across UC Operations units by September 2023					
12c	Begin phase 1 UC Ready implementation by December 2023					
12d	Complete final phase of UC Ready implementation by June 2026					

DIV GOAL #12

Implement UC Ready Across UC Operations Units

Goal: Strengthen the University’s resilience in business continuity and emergency management planning by implementing UC Ready across all UC Operations units starting in FY24 and concluding by FY26.

Assumptions:

1. UC Risk Services has funding and SMEs are available to support this activity.
2. Part-time or full-time FTE is assigned to oversee this activity in UC Operations units.

Metrics and Targets:

UC Ready defines specific metrics and exercises that must be completed to achieve the desired benefits. These are published annually in a report put out by Risk Services (currently there is no assessment for UCOP).

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)												
Annual Savings/Revenue												

Additional Information:

<https://www.ucop.edu/enterprise-risk-and-resilience/resilience/mission-continuity.html> and funding application is here:
https://www.ucop.edu/enterprise-risk-and-resilience/_files/uc-ready/uc-ready-funds-application.pdf

DIV GOAL #13

Optimize UCOP Operations Processes

Operational Service Excellence

Goal Owner: Kalmijn

Goal: Catalog services delivered to UCOP individuals and departments; prioritize and systematically improve until all under-performing processes have been addressed. Communicate regularly to UCOP leaders and staff regarding progress and anticipated changes.

Opportunity:

- Client Feedback: UCOP Operations is a service organization, striving for high client satisfaction. Client feedback shows that specific key processes and services need improvement (e.g., end-to-end hiring process, STEP, procurement services, etc.). While feedback is currently anecdotal pending the service satisfaction survey, the feedback is consistent and must be addressed.
- UCOP Operations Staff: The volume of work has significantly increased while funding for additional staff remains constrained. These conditions leave UCOP Ops resources overstretched, burned out, and unable to provide the level of service and support desired. Further simplifying and automating work reduces workloads and stress and allows staff to provide a higher level of service.
- Partnering in improvements: There is an opportunity through the Lean Six Sigma process to involve UCOP Operations Staff and staff from departments in finding fixes and solutions that optimize the work for both the clients and the UCOP Operations team. Involving front line staff and clients in the work also provides an opportunity to strengthen relationships and common understanding.
- Systems and Process Optimization: While recent major systems implementations have improved system stability and functionality, there have been some negative impacts on ease-of-use (for clients and UCOP Ops teams), client experience, efficiency, and ability to produce timely metrics. UCOP Ops seeks to optimize systems and processes to improve operational efficiency and effectiveness and enhance the ability to produce regular management metrics.
- Policies and Regulations: Recent changes to policies and regulations, particularly in procurement and recruiting, have negatively impacted UCOP Ops' ability to complete processes within desired timeframes and have increased the volume of work. Process optimization may allow UCOP Ops to counter the impact of increased policy and regulatory requirements by eliminating or simplifying steps over which we have control and are not required by policy or regulation.

Proposed Solution:

1. Focus first on workstreams with highest pain points. Our approach will be to focus on a manageable number of processes at one time rather than tackling processes across all workstreams that need improvement at the same time. Currently, the highest pain points have been identified in these workstreams: **1) end-to-end hiring (UCOP HR); 2) Staff Talent Evaluation Process (STEP) (UCOP HR); and 3) Procurement services (UCOP Procurement).** Utilizing the Lean Six Sigma process improvement methodology and the Kotter 8-step change management framework, we will:

- collaborate with and collect ongoing input from key stakeholders – including client departments and upstream and downstream process step owners (e.g., hiring managers, UCPath) – to identify, prioritize and optimize processes that will directly impact our clients and UCOP Ops staff in day-to-day operations.
- monitor, measure and report progress on process improvements and client satisfaction.
- prioritize process improvements within each workstream to identify and deliver quick wins where available while additional improvements are underway.
- enlist UCOP leadership support for successful implementation of identified changes.

Our objectives are to improve client satisfaction, simplify processes, further eliminate steps where possible, and reduce or eliminate manual work.

DIV GOAL #13

Optimize UCOP Operations Processes

Goal: Catalog services delivered to UCOP individuals and departments; prioritize and systematically improve until all under-performing processes have been addressed. Communicate regularly to UCOP leaders and staff regarding progress and anticipated changes.

Proposed Solution (cont.):

2. Identify, prioritize, and address additional process pain points. By June 2023, identify the next set of process improvement priorities and set priorities each year thereafter as needed.

Benefits:

Success will be measured by:

1. Measurable improvement in client satisfaction with the process
2. Measurable reduction of end-to-end process time
3. Measurable satisfaction of service providers (UCOP Ops staff) with process improvements
4. Measurement tools may include any or all of the following: interviews, focus groups, surveys, etc.

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
13	Prioritize processes for improvement by FY23-24 (e.g., end-to-end hiring process, procurement process, etc.), begin optimization projects in FY23-24 , and continue projects until all under-performing processes have been addressed (timelines to be developed after prioritization).					
13a	Using the Lean Six Sigma process improvement methodology (DMAIC – Define, Measure, Analyze, Improve, and Control) and UCOP methodology for change management (Kotter 8-step), complete steps to define scope, identify root causes, and define, implement, and communicate process improvements for FY22-23 top priority processes (end-to-end hiring, STEP, procurement) by June 30, 2023.					
13b	For each process under review, determine if there are “quick wins” we can implement in the short term and if so, implement and communicate quick wins within 90 days process improvement project launch.					

Assumptions:

1. Our biggest challenge is always the interruption driven nature of our work and overstretched resources. Adding a chief of staff type position to the UCOP Ops Immediate Office is essential to keeping these projects moving forward and on-time completion.
2. Departments and individuals who own upstream and downstream process steps must participate in process improvement efforts and successfully implement any changes to process steps that they own (e.g., hiring managers, UCPath, departments with procurement requests, etc.).
3. Functionality of existing technology tools may not be adequate, and funding or IT staffing resources may be required to either modify processes in existing systems or add tools (such as ServiceNow or comparable tool) to automate and track process steps.

DIV GOAL #13

Optimize UCOP Operations Processes

Goal: Catalog services delivered to UCOP individuals and departments; prioritize and systematically improve until all under-performing processes have been addressed. Communicate regularly to UCOP leaders and staff regarding progress and anticipated changes.

Metrics & Targets:

1. Service satisfaction survey metrics (baseline UCOP Ops survey and pulse survey). We do not have a baseline yet, therefore establish a baseline score and then set target for improvement.
2. Measure complaints by comments from client check-in meetings and complaints directly from clients.
3. Measure end-to-end process time or number of process steps
4. UCOP Ops staff feedback through focus groups or interviews regarding process improvements and impact on their workload and job satisfaction.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)	\$120K Change Mgmt plus Lean Six Sigma TBD	\$63K Change Mgmt plus Lean Six Sigma TBD	TBD	TBD	TBD		N/A					
Ongoing Annual Costs (Permanent)	\$250K	\$260K	\$268K	\$275K	\$284K		N/A					
Annual Savings/Revenue	N/A	N/A	N/A	N/A	N/A		N/A					

Additional Information:

One-time project costs: UCOP Operations operational excellence goals will require significant effort and the support of external Lean Six Sigma resources and change management resources for at least 24 months. The cost of Lean Six Sigma resources will depend on the numbers and scope of process improvement projects. An estimated cost will be developed in Fall 2022.

Change management support \$10,000/mo. in year 1; \$7,000 in year 2, then goal to build change management capacity in UCOP Ops if we have bandwidth, if not, continue with outside consulting support or add an internal dedicated resource in Year 2.

On-going annual costs: chief of staff for UCOP Ops I/O – salary at \$180,000 plus 40% benefit rate and assuming 3% increases

UC Operations Strategic Plan Communication & Monitoring

UC Operations Strategic Plan Communication

The UC Operations Strategic Plan (2023-2028) will be made available on the UC Operations website. Initial communications to launch the Strategic Plan are targeted to begin in October 2023, following planned communications of the UCOP Strategic Framework, and will include:

UC Operations Staff Communication

- UC Operations leadership will share the Strategic Plan in a division all-hands meeting in winter 2023-24. Leaders and managers assigned to goals will be invited to present at the launch and provide updates in future all-hands meetings.

UCOP Stakeholder Communication

- UC Operations leadership will present the Strategic Plan to UCOP Division Leadership at a PAG (President's Advisory Group) standing meeting.
- UC Operations will share the Strategic Plan with UCOP colleagues through various channels, including relevant project meetings, UC Link staff newsletter, UCOP Town Hall, and UCOP Lunch and Learns.

UC Campus/Location Stakeholder Communication

- UC Operations leadership will share the Strategic Plan with campus and location leadership including Chancellors and Vice Chancellors, and with colleagues across the University.

UC Operations Strategic Plan Monitoring

Progress monitoring on the UC Operations (UCO) Strategic Plan will include:

Ongoing Progress Monitoring

- Goal Owners will report goal progress quarterly at standing UCO leadership meetings, beginning October 2023.
- Goal Owners and division staff will include UCO Strategic Plan goals and key strategies in STEP performance plans, beginning in 2024.

Annual Strategic Plan Review and Refresh

- The UCO Strategic Planning Team will convene annually (**2023, 2024, 2025, 2026**) to review goal progress, collect and review metrics, and refresh the plan, which may include goal updates, additions or deletions as well as re-alignment with Presidential Priorities.
- UCO Leadership will communicate progress at least annually to division staff and EPAG (Executive President's Advisory Group).

5-Year Strategic Plan Renewal

- The UCO Strategic Planning Team will convene by Fall **2027** to review goal progress, collect and review and metrics, and renew strategic plan for the next 5-year period (**2028-2032**).

Appendix A: Goal Summary Sheet Descriptions & Financial Terms

Goal Summary Sheet: Section Descriptions

Each goal within the strategic plan has a corresponding [Goal Summary Sheet](#) that outlines the following:

Section	Description
Goal Owner	Assigns accountability for goal progress to a specific department and/or person.
Goal Statement	Clarifies a specific, measurable, achievable, realistic and timebound (SMART) target that brings greater clarity, focus and motivation for the division to successfully achieve the desired results.
Opportunity	Describes the purpose/motivation behind the goal.
Proposed Solution	Defines the goal's scope and objectives, and potential partners.
Benefits	Outlines measurable benefits to be derived from achieving the goal.
Key Strategies	Highlights key activities/steps required to achieve the goal.
Assumptions	Identifies processes/events that must happen or "go right" (usually outside the division's direct control) in order for the goal to be successfully achieved.
Metrics and Targets	Outlines how success will be measured with associated desired targets.
Financials	(See Goal Summary Sheet Financials.)

Goal Summary Sheet: Financial Terms

Financial Estimates

- Amounts are high-level estimates and often vary over time and by campus/location.
- Full business cases may be needed to determine exact amounts.

Resource Assumptions

- Goal feasibility assumes financial resource stability. Goal adjustments may be needed to accommodate changing financial realities.
- Where campus/location resources will be needed, goal implementation assumes campuses/locations will have the resources and ability to fully implement and achieve the goal.

Financial Term	Description
UCOP Impact	Amounts reflect expenses and revenue/savings that will be covered by the UCOP division budget. As with all UCOP expenses, new line items may impact campus assessment.
Campus/Location Impact	Amounts listed are for all impacted UC locations combined, and reflect expenses and revenue/savings expected to come directly from/to the campuses/locations
One-time Project Costs	New, additional one-time costs incurred during the strategic plan period for implementing the goal. Does not include project costs already incurred or compensation of existing staff.
Ongoing Annual Expenses	New, additional ongoing expenses incurred each year over and above the existing budget as a result of realizing this goal. Does not include annual expenses already incurred or compensation of existing staff.
Annual Revenue/Savings	New, additional sources of annual revenue or savings anticipated with achieving the goal.