Continuing on the road to access and excellence

How the University of California, Berkeley is reaching further into the future

Objectives
Through the Integrated Strategic Framework, our goal is to support key UCB management processes and to help drive results at Campus and Unit levels.

What are the key issues and what actions are needed to stay on track?

What is the overall context in which we are operating?

What are our key goals and how well are we executing against those?

Are we operating in an efficient and effective way? What are our results against key performance metrics?

What shifts & trade-offs are we making? How are we allocating resources?

What are our strategic priorities (initiatives), and how are they performing?

Strategy Framework
What we need: an Integrated Strategic Framework
One that is based on “3 gears” of Strategy, Plans, and Monitoring at both Campus and Divisional levels...
UC Berkeley is developing an Integrated Strategic Framework and process that links strategic goals, resource allocation decisions, and performance-based metrics.

Why? Keeping UC Berkeley great, in face of the challenging external environment, requires a sharp focus on trade-offs so that we can make good choices from the very real dilemmas that we face. Some schools and units have robust strategic plans and effectively use metrics to measure performance; however, these efforts are not coordinated across units and are not necessarily tied to campus-wide goals. In short, as a campus we need a formalized and flexible process that will enable us to make key decisions and continually evaluate where we are, where we’re going, and how best to get there.

What is the higher goal? In line with the operating principle “We are accountable to each other,” the development of a strategic framework enables UC Berkeley to be more accountable to students, faculty, staff and other stakeholders. By being transparent about our goals and strategies, and offering a common process and shared set of measures, we are more accountable and enable a culture of continuous improvement.

Who are the pilot participants? The project team is working collaboratively with a pilot group of divisions/schools, as well as other key functional teams and managers across campus, who have volunteered to provide their strategic objectives and real data to help develop a working model of the future strategic framework and process. The pilots, including both Academic and Administrative units, vary in size and have mixed experience in terms of using metrics:

- Administration and Finance
- Division of Student Affairs
- Graduate Division
- Goldman School of Public Policy
- Haas School of Business

Who decides on our strategic direction? At UC Berkeley, strategic planning is a two-way street: “bottom up” from priorities within departments/units – and “top down” from central campus leadership. Along the way, there is room to discuss, exchange, iterate, adjust and align. This project will not formulate or create strategies at either the campus or unit level; rather, it will provide the framework and tool kit for aligning existing plans and strategies for leaders to manage their units more effectively and to follow how well the strategy is being executed using metrics. These metrics will also provide a common language for communicating our strategic objectives and outcomes.

How does this tie into the campus budget process? This strategic framework and process is linked to the annual budget cycle and builds upon the university’s recent budget reform work, which has provided a critical financial baseline to inform long-term strategic planning. Through the CalPlanning budgeting and financial analysis system, campus finance staff is submitting higher quality financial information than ever before, and are providing a budget narrative that outlines their strategic vision. The new framework will allow units to better link their strategies to their resource allocation decisions and their metrics.

Next Steps

Rather than implementing a static strategic planning process, we envision a “living process” with an eye toward continuous improvement and refining goals and strategies based upon our rapidly changing environment. At present, we are designing the process and supporting tools. Based on implementation decisions made later this year, we will aim to progressively roll out capabilities in 2014.

For more information refer to: http://vcaf.berkeley.edu/what-we-do/leading-best-practices/strategic-management-and-metrics-project