Operational Excellence
Portfolio and Project Updates from the Operational Excellence Program Office

Operational Excellence at Work

Strategic Management and Metrics Project Launches Pilots

"Berkeley is uniquely positioned to be a leader in strategic management in higher education," said John Wilton, Vice Chancellor, Administration & Finance (VCAF), in announcing the launch of the Strategic Management and Metrics' pilot at an April 30 meeting of campus leadership and other stakeholders. The pilot includes the Graduate Division, the VCAF, the Division of Student Affairs, the Goldman School of Public Policy, and the Haas School of Business.

The leadership of the pilot units were impressed by the project's early progress towards building an integrated framework and set of management tools that will enable campus leaders to align goals and resource allocation, and measure progress on an ongoing basis. "This project will provide clarity about decision-making and is useful for people who aren't finance experts," said Harry Le Grande, Vice Chancellor of Student Affairs. "I'm looking forward to having this tool." Jennifer Chizuk, Chief Operating Officer at Haas, added, "We already had a strategic plan and metrics. What I like is being able to see all of this key information, including our budget, in one place."

The pilot will run through August and its results will inform recommendations for a campus-wide implementation of the project. For additional information, visit http://vcaf.berkeley.edu/what-we-do/improving-organizational-culture.

Project Manager Louise Davidson previewed how the methodology will draw upon units' actual financial data and metrics submitted through Cal Planning and Cal Answers.

Program and Project Updates

Procure-to-Pay Reports support on-contract purchasing.

On May 3, the Cal Answers (http://calanswers.berkeley.edu) team partnered with the Cal Assessment Network and leaders from Procurement and the Controller's Office to demonstrate the many features and benefits of Procure-to-Pay reporting, including a new Dashboard report that displays campus-wide targets for on-contract purchasing and enables units to measure their performance against those targets. Procure-to-Pay reports, part of Cal Answers' growing portfolio of analytic tools, provide data that can lead to savings, while improving procurement and payment processing, compliance, vendor relationships, and vendor diversity. For the archived session, visit http://www.ustream.tv/recorded/32301507

Catalog Activity
Percent of Vouchers On-Catalog (with Catalog Suppliers)
Time run: 5/3/2013 3:02:18 PM

83.20%
88.71%

■ Campus
■ Org
— Campus Target

% of Vouchers
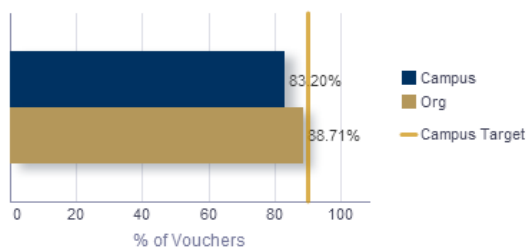
Based on Voucher Entered Date
Refresh - Print

For assistance with Procure-to-Pay reports, contact Cal Answers support at calanswers-help@berkeley.edu or through Campus Shared Services at 510-664-9000 (option 1).

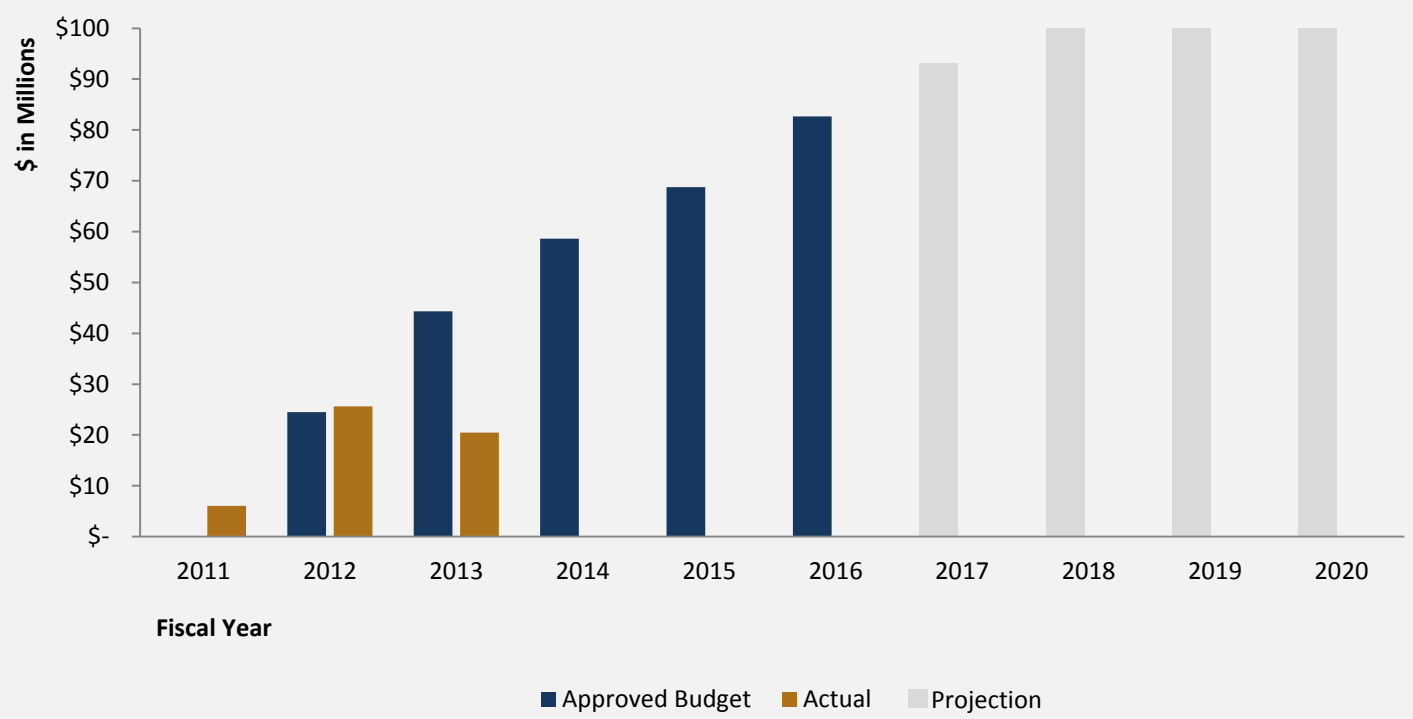### CalTime's Timekeepers Forum engages key stakeholders.

On April 4, the CalTime team held a well-attended, two-hour Forum for Timekeepers, who are an integral part of the successful implementation of CalTime given their critical role in supporting staff and managers in reporting time. The program was opened by Jeannine Raymond, Assistant Vice Chancellor for Human Resources, who thanked the group for their contributions and acknowledged the complexity of the Timekeeper role. The Forum is among the many outreach activities that illustrate the CalTime Team's commitment to support these important stakeholders by providing opportunities for sharing information, building skills, and providing feedback that support system improvements. Visit http://caltime.berkeley.edu for project updates.

Portfolio At-A-Glance

Current active projects: 17
Paused / Pending: 3
Project transitioned to operations: 5 (Unit Restructuring, BearBuy, Application Support Center, Cal Student Central, Tools for Meals)
Total OE investment committed: $65.4 million
Projected on-going annual savings of approved projects: $82.5 million
Actual OE investment-to-date: $41.7 million
Cumulative savings-to-date: $63.6 million

Berkeley
UNIVERSITY OF CALIFORNIA

OE Portfolio Annual Savings
Actual Savings More Than Plan To Date

$ in Millions

Fiscal Year									
2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

■ Approved Budget ■ Actual ■ Projection

OE Portfolio Annual Investment
Actual Investment Less Than Plan To Date

$ in Millions

Fiscal Year									
2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

■ Approved Budget ■ Actual
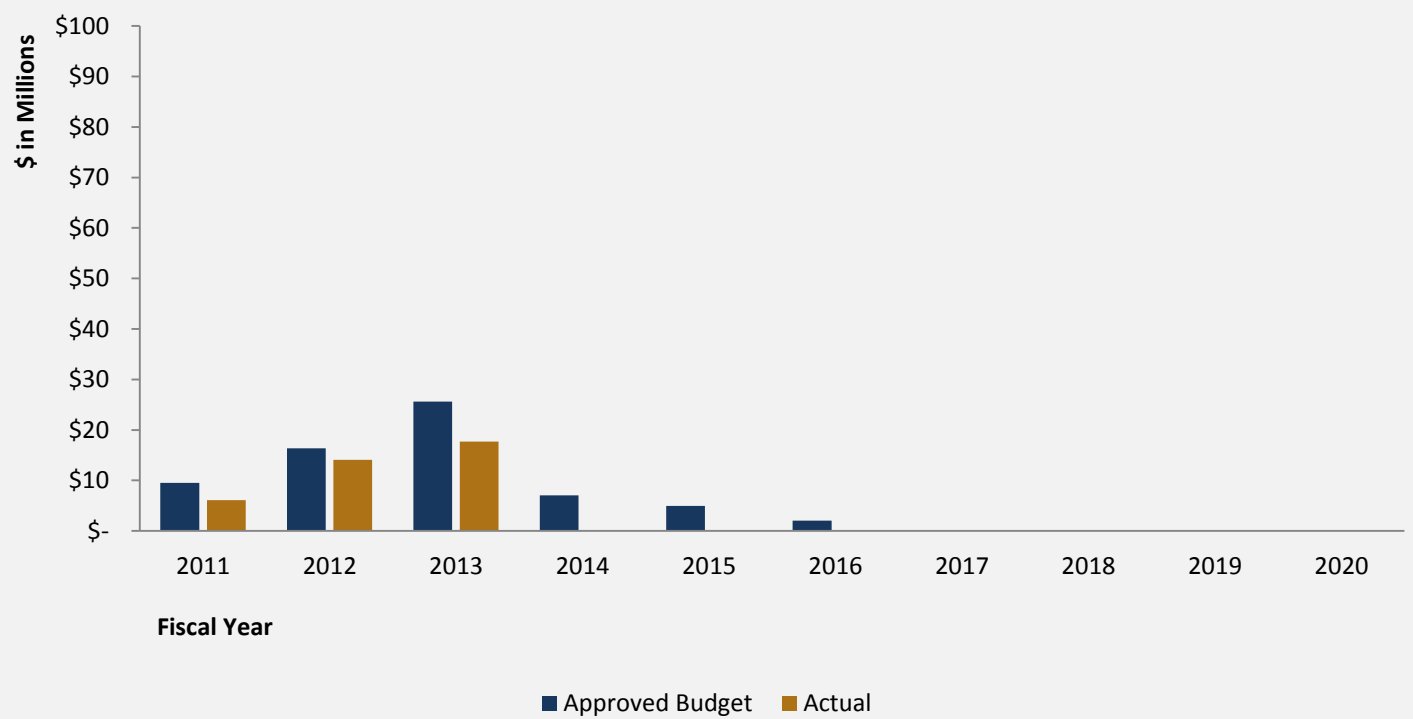
Project Financial Profile

PROJECT	EXECUTIVE COMMITTEE APPROVAL DATE	COMMITTED OE INVESTMENT AS OF 4/30/13[A] $	OE EXPENSES AS OF 4/30/13 $	PROJECTED ANNUAL SAVINGS BY FY 2016 $	CUMULATIVE SAVINGS As of 4/30/13 $
ENERGY					
Energy Office	3/11/2011	4,021,000	836,000	2,095,300	-
Incentive Program	3/11/2011	2,039,300	795,300	740,000	-
Outreach	3/11/2011	482,300	182,800	700,000	-
FINANCE					
CalPlanning	3/11/2011	7,157,200	6,693,600	-	-
HIGH PERFORMANCE CULTURE					
Berkeley Operating Principles	8/26/2011	377,400	305,100	-	-
Metrics	8/26/2011	120,000	121,000	1,800,000	-
Target Talent Development	6/8/2011	595,000	-	-	-
IT					
IT Governance (Paused)	6/8/2011	3,959,000	192,700	-	-
IT Productivity Suite	6/8/2011	5,848,000	3,863,800	3,703,200	4,122,000
ORGANIZATIONAL SIMPLIFICATION					
Shared Services [B]	3/8/2012	20,720,000	12,755,800	6,900,000	-
CalTime	4/19/2011	3,676,000	2,962,600	7,300,000	-
Unit Restructuring	9/1/2010	3,371,000	2,558,700	18,300,000	41,000,000
PROCUREMENT					
BearBuy [C]	5/23/2011	4,354,400	3,894,700	33,000,000	17,976,000
STUDENT SERVICES					
Car Sharing (Pending)	5/12/2011	-	-	112,300	-
Cal Student Central [D]	12/1/2011	1,150,000	1,007,200	-	-
Consolidated Financial View	1/23/2013	200,000	61,700	-	-
Student Advising Council	11/11/2011	558,700	268,400	2,316,500	-
Student Technology Phase One [E] **(Paused)**	11/14/2011	648,000	670,300	-	-
Tools for Meal Plans	5/12/2011	-	-	800,000	562,000
NON-INITIATIVE PROJECTS					
Application Support Center - Help Desk	11/14/2011	588,000	594,100	-	-
Enterprise Data Warehouse (EDW) - Governance	7/15/2011	357,000	317,800	-	-
Cal Answers / EDW - Procurement	7/15/2011	2,749,000	2,432,200	2,963,000	-
Cal Answers / EDW - Student Curriculum	9/6/12	931,000	287,800	1,154,800	
Cal Answers / EDW - Student Finances	7/15/2011	710,000	594,300	634,400	-
Transformation Support Services	8/9/2012	814,000	64,600	-	-

Notes

A. This report shows the OE-funded portion of each project. Project funding from other than OE sources, if any, does not appear here.
B. Although fiscal year 2016 is the analysis period for which all Operational Excellence projects are evaluated, annual savings for Shared Services are projected to increase beyond fiscal year 2016 and achieve $14.3 million in annual operating savings by fiscal year 2020.
C. Although fiscal year 2016 is the analysis period for which all Operational Excellence projects are evaluated, annual savings for BearBuy are projected to increase beyond fiscal year 2016 and achieve $45 million in annual operating savings by FY 2019. BearBuy savings to date include both one-time and on-going savings.
D. Although fiscal year 2016 is the analysis period for which all Operational Excellence projects are evaluated, annual savings for Cal Student Central are projected to accrue beyond fiscal year 2016.
E. The OE Coordinating Committee has recommended that up to $11 million from the OE investment portfolio be earmarked to fund the anticipated proposal from Student Technology Phase One. The proposal is expected in 2013.

Operational Excellence Projects

OPERATIONS IMPROVEMENT

APPLICATION SUPPORT CENTER
The Application Support Center provides dedicated helpdesk support to the BearBuy, CalTime, CalPlanning, and Campus Shared Services implementation projects.

CALPLANNING
CalPlanning will enhance financial analysis, shift emphasis to decision support, and streamline the budget and planning processes.

CALTIME
CalTime will implement a single , automated campus-wide timekeeping solution to reduce costs and standardize pay cycles.

CAMPUS SHARED SERVICES
Campus Shared Services will develop a single, trusted source for human resources, finance, research administration, and IT support that is currently distributed unevenly in more than 200 locations across campus.

ENTERPRISE DATA WAREHOUSE (EDW) GOVERNANCE
EDW Governance funded a new Institutional Data Manager position to support development of a campus-wide Enterprise Data Warehouse (EDW), its governance , and its policies, and lead the development of subject area reports using the Cal Answers tool.

CAL ANSWERS PROCURE-TO-PAY REPORTING
Procure-to-Pay Reporting will incorporate procurement data into the EDW and generate reports for improved analysis capabilities, data accuracy, and reliability.

CAL ANSWERS STUDENT FINANCIAL STATEMENT
Student Financial Statement will incorporate student financial data into the EDW and generate reports for improved analysis capabilities, data accuracy, and reliability.

CAL ANSWERS STUDENT CURRICULUM
Student Curriculum will incorporate student curriculum data into the EDW and generate reports for improved analysis capabilities, data accuracy, and reliability.

INFORMATION TECHNOLOGY (IT) GOVERNANCE (PAUSED)
IT Governance will help the University to strategically address, prioritize, and coordinate new IT efforts with ongoing projects, processes, and operations.

STRATEGIC MANAGEMENT AND METRICS
Metrics will develop guiding principles for the development and implementation of administrative performance metrics.

UNIT RESTRUCTURING
Unit Restructuring implemented a "spans & layers" analysis and methodology to create a flatter organizational structure.

TRANSFORMATION SUPPORT SERVICES
Transformation Support Services will help schools and departments campus-wide define and implement a way of operating that delivers world-class administrative services in a financially sustainable way.

PROCUREMENT & COST CONTROL

BEARBUY
BearBuy is an e-procurement system that streamlines processes, increases efficiencies, and realizes significant long-term cost savings for campus purchasing.

CAR SHARE (PENDING)
Car Share will replace 40 underutilized vehicles with a campus-wide car-share program that will produces savings related to vehicle purchase, maintenance, and insurance.

ENERGY OFFICE
The Energy Office is tracking, overseeing, and managing campus energy use and offering financial incentives to operating units to reduce energy consumption.

ENERGY OUTREACH
The Energy Outreach project implemented an outreach program focusing on individual action to reduce energy use and costs.

ENERGY POLICY
The Energy Policy project is establishing a Campus Energy Policy to articulate guidelines and standards relating to campus energy use.

IT PRODUCTIVITY SUITE
IT Productivity Suite enhances collaboration among faculty, staff, and students by offering access best-in-class IT tools from Microsoft, Adobe, Google and more.

TOOLS FOR MEAL PLANS
Tools for Meal Plans implemented tools to increase efficiency in residence hall dining food and beverage procurement and management.

IMPROVING THE STUDENT EXPERIENCE

ADVISING COUNCIL
Advising Council will align advising services and develop standards for performance, communication ,and assessment in curricular and co-curricular advising.

CAL STUDENT CENTRAL
Cal Student Central offers a one-stop source of information and assistance concerning financial aid, fees and billing, payments, disbursements, registration and enrollment.

STUDENT TECHNOLOGY PHASE 1 (PAUSED)
Student Technology will create a plan for delivering a more seamless and full-service online experience for Berkeley students.

CONSOLIDATED FINANCIAL VIEW
This project will draw upon extensive student input to develop a preliminary systems analysis as a first step in developing a project plan for providing students with an online financial statement that contains a consolidated view of fees, financial aid, and payments.

HIGH-PERFORMANCE CULTURE

BERKELEY OPERATING PRINCIPLES
The Berkeley Operating Principles engaged the campus community in developing a set of principles to guide and inspire staff in their work supporting UC Berkeley's mission.

TARGET TALENT DEVELOPMENT
Target Talent Development will enable the University to focus its learning and development efforts on positioning the workforce to meet the future needs of the University.

For more information: http://oe.berkeley.edu