This brief paper articulates what we mean by “strategic management and metrics” at UC Berkeley. It is a first step in developing a common language on our campus that will help us all understand whether we are achieving our goals and where we need to change or improve.
A Clear Line of Sight

Metrics are not new at UC-Berkeley. Examples of good unit performance measurement, including strategic plans aligned to metrics and dashboards, exist across the campus. Interest and willingness to use metrics has been strengthened following the recent implementation of infrastructure, such as CalPlanning and the Enterprise Data Warehouse, which are producing meaningful financial data and reports. However, there is a need for a consistent, comprehensive framework that enables the roll up of metrics and provides campus leadership with robust information and useful management reports to make better decisions and to communicate achievements with internal and external audiences.

It is expected that this framework will facilitate a clear “line of sight” from the campus level to the individual staff member, including:

- Clear and transparent communication of priorities throughout the campus,
- Alignment with campus-wide goals, as reflected in unit strategic plans that are tied to resource allocation and with consistent metrics to assess progress,
- Well-defined goals and metrics cascaded to units with useful management reports for leaders and supervisors and clear guidelines on how to assess performance with strengthened accountability and incentives aligned with performance.

A Best Practice Strategic Management Process and Tool Kit

This Project is intended to provide UC-Berkeley leaders and managers with a best practice Strategic Management Process and tool kit that will enable them to link their strategies with their budgets and other measurable metrics, so that they can make decisions and run their unit in a way that clearly reflects their priorities and the inevitable trade-offs. Given that strategy is an iterative, top-down, bottom-up process, with planning occurring at all levels, the Project will focus on providing support both at the campus-wide and unit levels.

At the Campus-wide Level

At the campus-wide level, the Project will focus on providing an integrated framework for strategic focus and resource allocation, including supporting UC-Berkeley to clearly communicate its overall goals and priorities related to “access” and “excellence”. This will allow for well-aligned metrics to be cascaded to units and strengthen relations with audiences.

At the Unit Level

The Project aims to implement an effective Strategic Management process that will integrate strategy and budget. This framework will build upon the budget reform work recently undertaken at UC-Berkeley and link to the annual budget cycle, because the "baseline" finances will help to inform long-range planning. Outreach from the Financial Planning and Analysis team has started to introduce an integrated framework to the campus, with a focus on defining and improving the budget cycle part of the framework.

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1 While this framework will have the capability to integrate both academic and administrative-related metrics, the creation of academic metrics are out of scope.
The following best practices should be expected upon completion:
- Strategy and budget are considered within an integrated framework,
- Strategy drives budget (budgets align with strategy),
- The financial impact of strategic objectives/initiatives are assessed and trade-offs made within the operating budget,
- Unit performance outcomes are tracked, reviewed and inform strategic decisions,
- Strategy is cascaded and helps link organizational performance with unit and individual performance, establishing accountability.

The Process

The Project is expected to result in an integrated process that will assist units in continually evaluating where they are, where they are trying to go and how best to get there. It will support more rigorous business planning, informed by a robust budget process with specific templates designed to capture these key components of units’ strategic plans. An illustrative example of this process is shown below.

Finally the Project will provide units with a useful tool kit such as Results Chains and Process mapping. Results Chains provide the crucial link between strategy formulation and strategy execution, as well as the consistent framework for aligning objectives, metrics and actions. Units will also be guided to use Process mapping to help to identify meaningful metrics. In some case, units will be assisted to undertake benchmarking for best practice processes.
Timing of the Project

The Project will consist of the following phases:

**High-Level Design Phase** (3 months): This is intended to gather senior leader consensus around a fundamental “operating model” related to the Strategic Management process. It will answer key questions including “what is it?”, “what is the framework that will be applied?”, “how will it work?”, etc.

**Working Model Phase** (4 months): This phase is intended to validate and further define the key requirements by developing an initial “working model” that “proves by doing.” Critically, this phase will work with selected real business data from “pilot units” to develop the concepts, including the overall framework and key reports.

**Implementation Capacity Phase** (6 months): This phase focuses on building the implementation capacity to roll out the Strategic Management process across the campus. This phase includes:

- finalizing the detailed design, including identification and implementation of enabling technology,
- building implementation capacity, including rollout plan, train the trainers, and supporting Handbook,
- ensuring Change Management awareness.

**Rollout and Refinement Phases:** (8-12 months): Rollout to units that will be phased, based upon an agreed schedule and ongoing refinement and “fine tuning.”

Expected Benefits

Quote from John Wilton: “As we transition to a new Chancellor, Berkeley needs to respond to fundamental changes if it is to remain financially sustainable and academically excellent. Although we have adapted relatively well to the significant and unwise disinvestment by the State, we must build a more dynamic and adaptable operating approach that will provide the foundation for us to achieve access and excellence while promoting student success outside of the classroom. In order to achieve our objectives, it is critical that we develop ways to measure the results of our programs and processes and find ways to become more accountable and results-oriented. Through the Strategic Management and Metrics Project, we plan to capitalize upon the new data infrastructure and other systems to create more performance orientated reports, improve consistency of measures across units, and improve our ability to address audiences more directly. These measures can help us to support a diverse range of goals across the campus.”