



## **Staff Brown Bag Lunch**

*April 29, 2008*

**UCOP Restructuring Initiative**

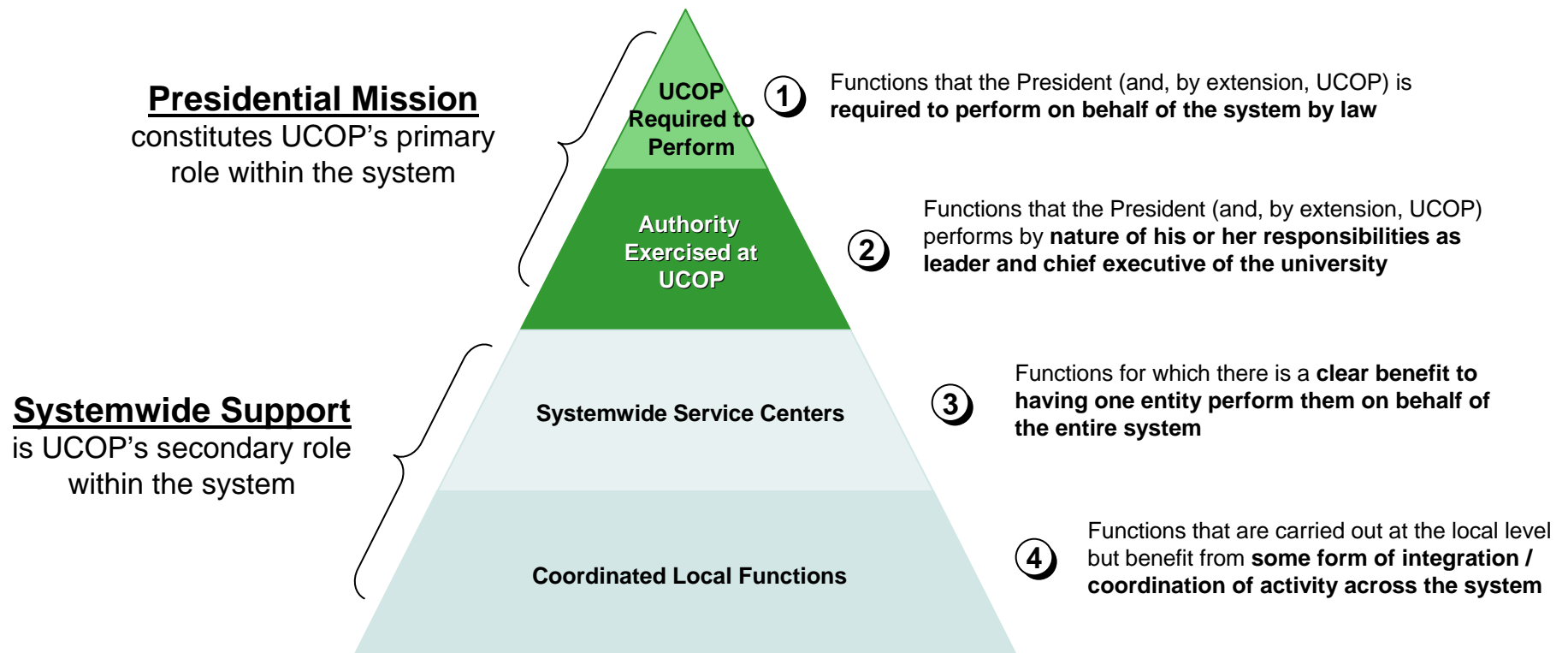
## Agenda for Today

- Why are we restructuring the Office of the President?
- Overview of restructuring initiatives
- What it may mean for OP staff?

# UCOP Roles & Responsibilities

The Report of the Working Group on the Roles of the Office of the President identified two main roles for UCOP:

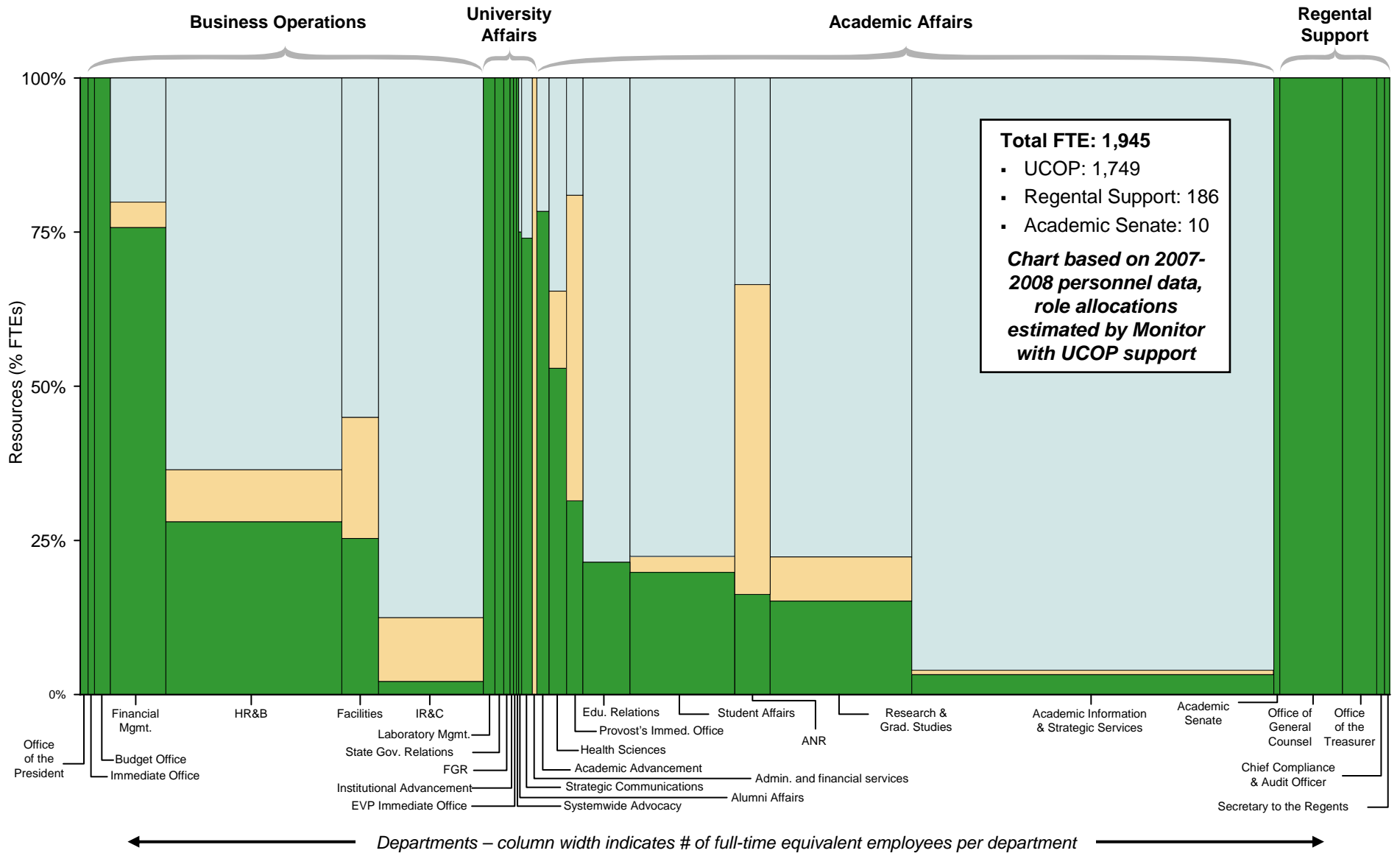
## Categories of Activity at UCOP



# Current UCOP FTE Distribution

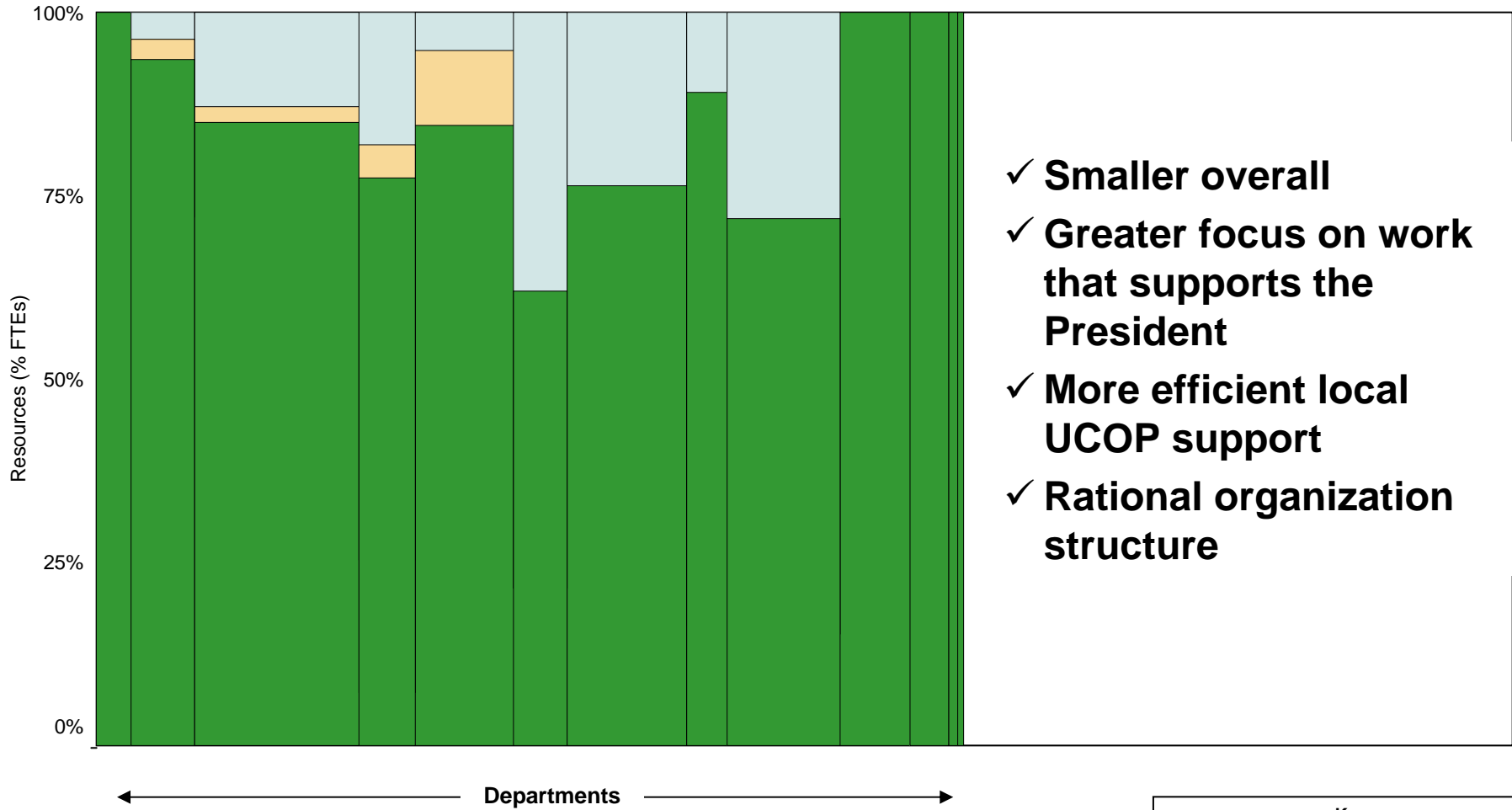
**Key**

- Presidential Mission / Regent Support
- Systemwide Support
- Local UCOP support



# UCOP Future State -- Illustrative

*12- to 18- months from now, UCOP will look very different*



- ✓ Smaller overall
- ✓ Greater focus on work that supports the President
- ✓ More efficient local UCOP support
- ✓ Rational organization structure

**Key**

Presidential Mission / Regent Support	Systemwide Support	Local UCOP support
---------------------------------------	--------------------	--------------------

## Two Types of Initiatives

*UCOP has twelve major restructuring initiatives underway*

### **Centralize basic internal support functions (create “utilities”)**

- Provide more consistent and higher-quality services in critical areas
- Leverage and improve economies of scale
- Achieve some FTE and cost savings
- Create career paths and allow succession planning



- **UCOP Budget unit**
- **UCOP Business Services unit**
- **UCOP Communications unit**
- **UCOP Institutional Research unit**
- **UCOP Legislative Analysis unit**

### **Transform key outward-facing functions**

- Clarify objectives
- Organize and manage activities more rationally and efficiently
- Improve and integrate planning processes
- Eliminate unnecessary activity
- Migrate activities to campuses or 3<sup>rd</sup>-parties if not central to UCOP mission



- **Human Resources**
- **Facilities**
- **Academic Affairs**
- **Office of Research & Grad Studies**
- **Ag & Natural Resources**
- **Information Strategy**
- **External Affairs**

# Phases of Organizational Redesign

*Each redesign initiative is proceeding through three phases:*

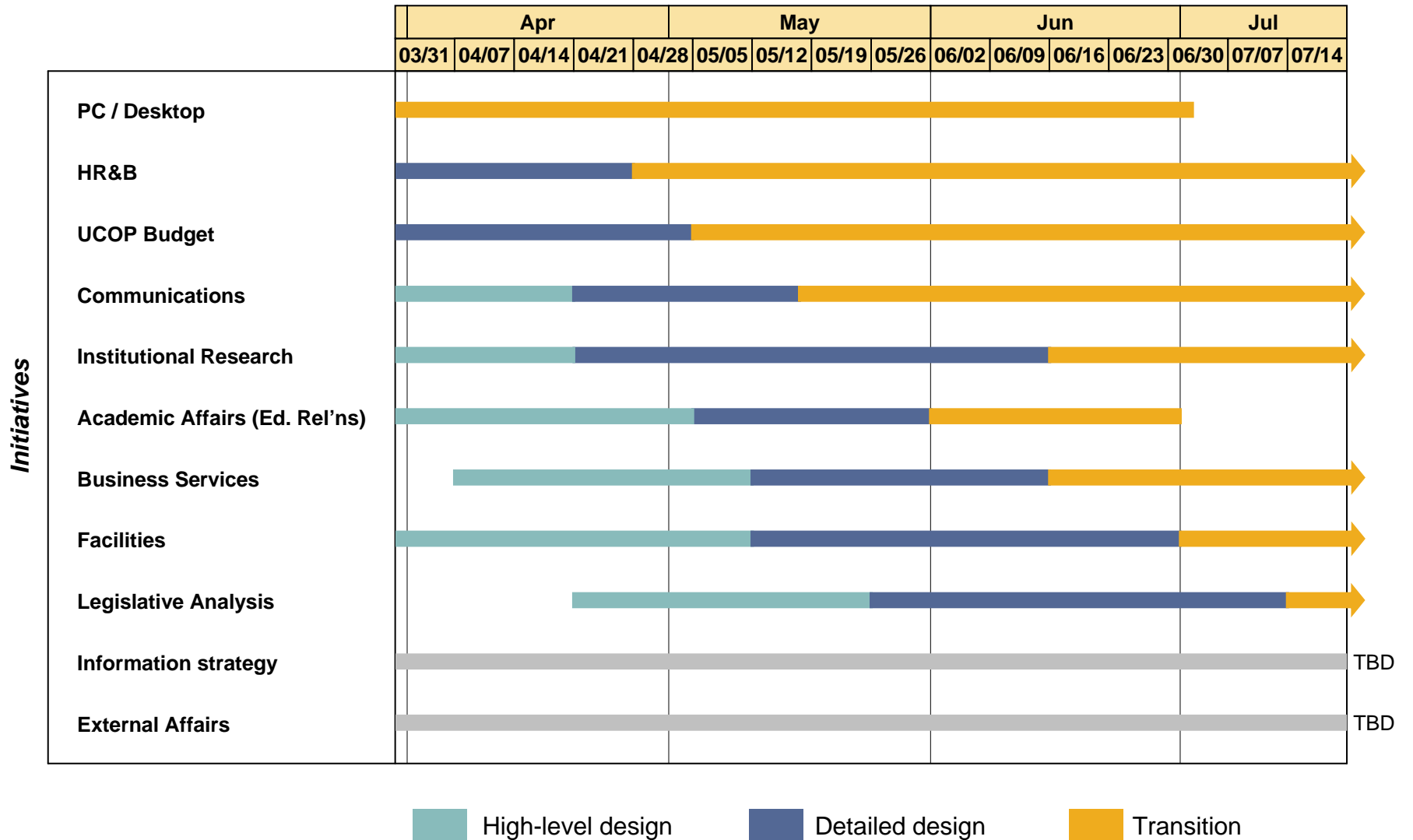


- Goals and aspirations, issues and opportunities for focus, responsibilities, customers, and major outputs for each function
- Formal organization structure for function (sub-units)
- Unit responsibilities and outputs, approximate sizing, and high-level capability requirements

- Detailed unit responsibilities, outputs and capabilities
- Key processes and decision rights
- Specific sizing and budgetary requirements
- Job descriptions
- Performance metrics
- Plans for migrating to new unit, including transition of critical services, exiting or relocating activities, etc.

- Hiring and transitioning employees, developing layoff plans where needed
- Communications regarding new role expectations and performance metrics
- Service level agreements with key internal providers
- Execution of transition plans for individual activities (e.g., migration of specific functions to new locations or business models)
- Rearrangements of physical space

# UCOP Restructuring Initiative Timeline



# UCOP Budget Unit

## ***Current situation:***

- Fragmented effort – 38 people, total of 18.5 FTE
- No shared systems or processes – limited visibility into expenditures, limited ability to do forecasting, analysis

## ***How it will change:***

- Activity will be consolidated – one unit with 8 FTE
- New capabilities and processes put in place
  - Three clear functions: Budget and Forecasting; Management and Reporting; Financial Analysis and Decision Support
  - Leverage existing systems from outside (UCLA)

## ***What's been completed:***

- Design of unit and its responsibilities
- Temporary team in place leading transition
- Recruitment underway

## ***What is left to do:***

- Unit “on line” by July 1, 2008
- Transition of all departments complete no later than July 1, 2009

# UCOP Business Services Unit

## ***Current situation:***

- Fragmented effort – services performed locally in nearly every department, usually by several different people
  - Includes purchasing, A/P, A/R, travel, payroll, etc.
  - Significant overlap with budget personnel
- Few standardized processes, creating uneven service levels and potential compliance risks

## ***How it will change:***

- Activity will be consolidated into a single unit, with expected FTE savings
- Processes will be professionalized and routinized, including closer link with compliance function

## ***What's been completed:***

- Team in place to develop high-level design on an aggressive schedule

## ***What is left to do:***

- Will follow behind UCOP budget unit by ~one month, expected to be “on line” August 1, 2008
- Transition of all departments complete no later than July 1, 2009

## Potential Service Lines within BRC

- Purchasing
- Accounts Payable Processing
- P Card (Purchasing Card)
- Entertainment and Travel Reimbursements
- Service Contracts
- Cash Receipts
- Ledger Reconciliation
- Recharges and Cost Transfers
- Payroll (phase 2)
- Travel Arrangement Assistance (phase 2)

## BRC Team Members

Dan Sampson

John Plotts

Curt Denham

Rene Jackson

Gigi Stollar

Karen Tomajan

Brad Niess

Virginia Blumberg

Ercyline Williams

Trish Hare

Susan Ohye

David Jensen

Susan Hirano

## What it means for staff

- All our jobs are going to change -- from the President's on down
- New opportunities are going to be created
- Skills-based criteria and higher performance standards

# Ongoing Restructuring Management: Structure

