

Office of Planning and Budget Ten-Year Plan

December 3, 2001

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Office of Planning and Budget Ten-Year Plan

Introduction. While over the next decade, it is unlikely that there will be dramatic changes in the governance and overall planning structures of the University of California system, the Santa Cruz campus will face a number of (perhaps dramatic) changes in the external environment. Therefore its internal planning and decision-making processes must be information-based, nimble/responsive to emerging opportunities, and capable of adapting to a changing environment. However, to fulfill its fundamental obligations under the California *Master Plan for Higher Education* and to accomplish its long-term goal of building excellence throughout its academic and academic support units, the campus must make difficult choices and trade-offs and must set limits on what it attempts to accomplish—in particular, decisions must be made in the context of widely-communicated, long-term strategies.

As a staff resource to the Campus Provost and Executive Vice Chancellor, as well as to the Chancellor and other principal officers, the Office of Planning and Budget plays a role in ensuring that these leaders have the appropriate background material and analyses to make informed decisions and in helping them communicate decisions and strategies to the campus community. In recent years, the Office has focused its efforts on assembling the data sets needed for planning, making that information accessible to campus planners, and on enhancing its internal operational effectiveness (through the use of information technology and through the realignment of its staff). Over the next decade, by leveraging this increased efficiency, the Office plans to be more proactive in identifying emerging issues and management options, preparing supporting analyses, and presenting that information in accessible formats.

Mission and Current Activities. The Office of Planning and Budget is the principal staff arm of the Campus Provost and Executive Vice Chancellor in the areas of academic, capital, enrollment, institutional, and financial planning, policy analysis, and fiscal administration. In this capacity, it develops and maintains relevant databases, provides analyses of policies and programs, assists campus decision-makers as they determine campus priorities, and helps develop strategies designed to achieve these priorities. Its responsibilities include the campus operating budgets, capital plans and capital budget, admissions targets, enrollment plans, academic program planning, institutional assessment, and such special studies and reviews of programs and operations as may be necessary to enable the Chancellor and Campus Provost to discharge her/his responsibilities in these areas. In carrying out these responsibilities, Planning and Budget

- Takes a campuswide perspective—providing information, analyses, and appropriate background material to help frame planning issues and strategic

decisions in the context of overall campus goals as well as the external environment in which the campus must operate;

- Acts as a resource to campus planners and principal officers—as well as works closely with appropriate Academic Senate committees—by providing access to the repository of official benchmark data (e.g., enrollment statistics, financial summaries, space utilization, etc.) which help inform planning and campuswide deliberations, by monitoring the campus' progress toward internal goals and external mandates, and by preparing analyses which help distill major policy issues; and
- Coordinates official campus responses to the UC Office of the President on issues related to academic, capital, enrollment, and financial planning.

Planning and Budget has a number of on-going responsibilities designed to help advocate for the operating and capital resources needed by the UC Santa Cruz, to help the campus best utilize those resources, and to support campuswide planning and assessment. In consultation with the Chancellor, Campus Provost, and principal officers, these include

- *Daily management and long-range planning for the campus' operating budget.* In support of this responsibility, for example, the Office develops and implements policies and procedures for the effective management of campus financial resources (e.g., development of the campus' indirect cost rate proposal, review of campus recharge rates, student fee oversight, permanent budget system development, monitoring, and reporting, staffing reconciliation, capital budget oversight, central fund management, etc.) and works with campus academic and administrative units in guiding the annual budgetary process, assessing ongoing budget and planning issues, and establishing and monitoring controls over fund allocations.
- *Oversight of the service center that supports central administration.* In addition, Planning and Budget has oversight of the Central Business Operations (CBO) unit which supports the day-to-day business transaction needs of central administrative offices (e.g., Chancellor's Office, Campus Provost/Executive Vice Chancellor, Planning and Budget, University Relations, Academic Senate, etc.) in the areas of human resources and finance.
- *Management of the campus' space inventory and long-range planning for campus' capital budget.* In support of this responsibility, for example, the Office develops the campus' State and non-State capital improvement programs (as well as project planning guides and other documentations required for project approval) to accommodate campus growth, program development, and other objectives; evaluates current and long-term facility requirements and identifies alternative approaches to meeting needs (including evaluating the use of existing space and making recommendations for space reassignments to achieve campus objectives); provides guidance and staff support to building advisory committees

- to plan projects that are cost-effective and capable of meeting changing needs over time; maintains databases (e.g., space inventory) that support assessment of current utilization and the documentation of future need; and works closely with Physical Planning and Construction (PP&C) to ensure a continuous and seamless process from the time an academic or academic support need is identified, a detailed proposal is developed and proposed for funding, that need is translated into a physical design, to when the facility is constructed, equipped, and occupied.
- *Information management and policy analysis.* In support of this responsibility, for example, the Office acts as the source of official campus information, maintains historical campus data, provides leadership in assuring the quality and accuracy of campus data, and ensures that operational systems use consistent data definitions for data exchange and system interoperability; assists senior management in formulating and administering resource plans, policies, and procedures related to the academic areas of the campus (e.g., faculty FTE and support dollar); and—working closely with other administrative units (e.g., Student Affairs, Graduate Division, BAS, etc.)— produces the necessary reports, analyses, and information to support decision making and planning processes (including, for example, information that supports the Santa Cruz Division of the Academic Senate and external review processes such as WASC accreditation).
 - *Strategic planning.* Office staff support campuswide strategic planning efforts (e.g., provides staff support to *ad hoc* and standing campus committees such as the Provost’s Advisory Council and its committees and task forces) as well as assist principal officers with organizational development and process improvement, strategic planning, and decision-making. Staff also support the development of new academic programs—serving as facilitator for campus and systemwide approval processes.

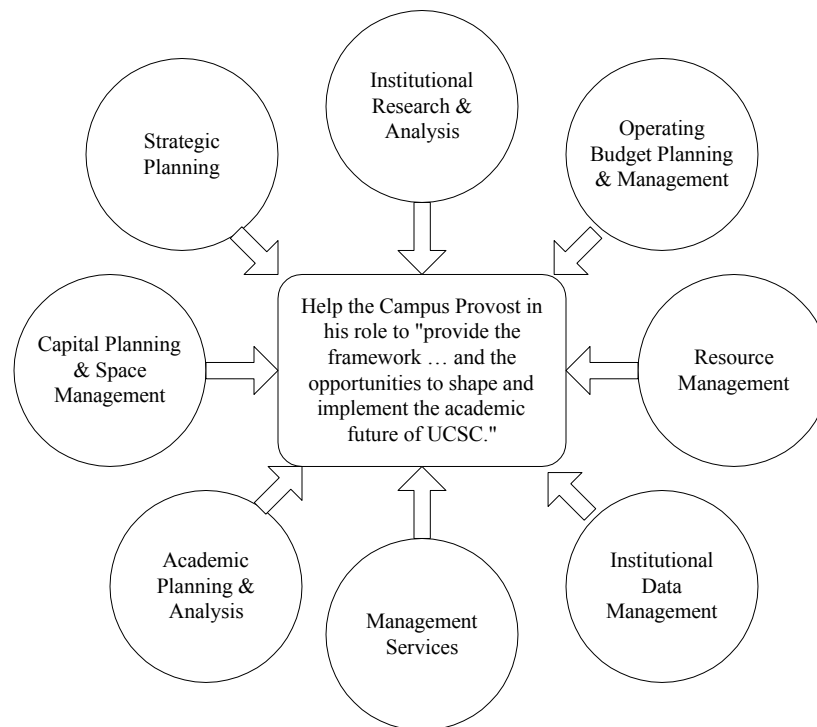
The Office routinely places analyses and reports, agendas and notes for meetings, and planning resource materials on the campus intranet.

Principles and Values. As an office whose responsibilities are primarily staff/support (rather than line/decision-making), the Office of Planning and Budget works to fulfill its mission and to accomplish its goals as well as those of principal officers through mutual support—e.g., sharing information, helping others increase their knowledge, identifying problems and helping to resolve them—while maintaining a positive service attitude. In providing this support, Planning and Budget staff provide value by supporting or providing:

- *Information and analysis.* Helping frame the issues and providing the analysis that supports informed decisions and long-term strategies by campus leadership is core to the mission of Planning and Budget. Information needs to be relevant and timely ... accordingly, a substantial proportion of its resources are devoted to developing the information and analysis tools that support this mission.

- *Accountability and assessment.* Increasingly, external stakeholders (e.g., the Governor and the Legislature) are asking that UC demonstrate accountability. Thus, once decisions are made and goals established, it is important to monitor the campus' success in achieving those goals and to ensure that our resources are being applied optimally toward articulated objectives. In its support role to campus leadership, Planning and Budget can help monitor the campus' (as well as its own) progress toward articulated goals.
- *Effective communication.* An important cornerstone of campus planning is effective communication—clear articulation of the campus' goals and strategic directions, the factors that influenced decisions, and the progress the campus has made. The Office of Planning and Budget plays a key role in this regard by assisting those responsible for campuswide communications as well as making widely available the basic planning information on which decisions are based.
- *Innovation, initiative, and a commitment to excellence.* In the same way that the campus aspires to create a culture that supports innovation, initiative, and excellence, Planning and Budget will apply these values to its own internal operations.

The following diagram illustrates how the various activities within Planning and Budget support a goal¹ articulated by campus leadership.



¹ Provost Simpson to Deans, Vice Chancellors, and University Librarian, regarding “Planning for the UC Santa Cruz of 2010”, July 31, 2001.

Priorities. Over the next decade, Planning and Budget will continue to assess and build excellence within its current services and will strategically focus its resources toward increasing its capacity in the following areas:

- Being more proactive in identifying emerging issues and management options, preparing supporting analyses, and presenting that information in accessible formats;
- Enhancing support to the campus strategic planning efforts (e.g., the eight priorities for shaping the UC Santa Cruz of 2010 articulated in the current long-range planning process);
- Broadening the array of management services it offers (including the capacity to support the efforts of principal officers as they undertake changes that will result in practice and process efficiencies);
- Enhancing the Office's ability to compile new information in support of campus decision-making and assessment—including the capability to undertake original institutional research (in collaboration with relevant principal officers); and
- Using information technology to continue to improve access to planning data and making more efficient the internal processes associated with compiling and certifying the data sources as well as linking them to related data sources so as to enable enhanced reporting capabilities (e.g., assessment data, instructional planning data, data warehousing).

Overall Divisional Plan: The Planning and Budget of 2005-06 and 2010-11. Over the next decade, as the campus faces a number of changes in the external environment, its leadership will need to clearly communicate what the campus is trying to accomplish and identify the resources needed to sustain campus program development.

Articulating and widely communicating those strategies and making the often-difficult choices and tradeoffs that keep the campus on course will require that the Chancellor, Campus Provost, and principal officers have the information, the analyses (both retrospective and prospective), and the strategic insight to make informed decisions. Identifying additional resources (whether they be derived from improvements in operational effectiveness, leveraging as a result of new and existing partnerships, or entirely new sources of funding) will require creative thinking on everyone's part. Planning and Budget will continue to play a role in each of these planning dimensions.

To enhance its ability to support informed decision making at the campus level, while also responding to the myriad, and increasing number of requests from the Office of the President and the State, Planning and Budget will need to

- Build on and strengthen its capacity to distill data into useful information displays and to provide broad access to that data and planning information;
- Help the campus articulate the principles that will guide space planning over the next decade, as well as provide access to the evaluative/monitoring data that will inform difficult tradeoffs; and
- Expand the Office's overall analytic capability while enhancing excellence, including enhancing the Office's ability to act as an analytic resource to principal officers (and others campuswide) and to undertake anticipatory analyses—identifying emerging issues through on-going monitoring and environmental scanning.

To lay the groundwork for such improvements, Planning and Budget has initiated a number of efforts to provide more efficient access to the data and information needed to prepare analyses and management reports. For example, in recent years the Office

- Has implemented a new on-line budget and staffing system,
- Has provided web-based access to campuswide reports (e.g., via software implementations of Quest *Vista Plus*TM and Business Objects *InfoView*TM), and
- Is substantially expanding the functionality of (and the breadth of data stored within) the campus data warehouse to support better management reporting and to provide access to information that is not currently available.

These efforts represent an ongoing strategy, initiated almost a decade ago, to streamline the activities associated with maintaining and assembling data, while simultaneously increasing the accessibility and timeliness of information. The goal has been to drastically reduce, and in some cases eliminate, some of the more routine tasks associated with data maintenance. Not only has this strategy allowed the office to weather the severe staff reductions of the early 1990's; but to dedicate more time to the useful analysis and presentation of data for its campus constituencies. Accordingly, the staffing profile now couples higher-level analytical staff with experts in the technology of data and information delivery.

Recognizing the need for campus managers to have meaningful access to fiscal data, the initial focus of these efforts has been in the area of fiscal reporting; and, Planning and Budget (in partnership with members of the FIS team) is working to streamline and make more useful the types of standard reports available through these systems. This effort, in its initial development/consultation phases, is being undertaken collaboratively with the campus managers who will use these reports. While it is moving as quickly as possible, progress will be dependent on the human and fiscal resources that can be devoted to this project.

The Office is also expanding significantly the types of data that are available through these and new online systems (to include information related to enrollment and instructional course load, facilities, and employment). Regardless of the reporting capabilities of the host or source systems (which have improved markedly in just the last few years) P&B will continue in its critical role of integrating data from these often disparate systems, monitoring the quality and reliability of certain types of data, and “certifying” official information.

Planning and Budget fully endorses the “self-service” model referred to in the “New Business Architecture” report² in which technology is used to provide expanded services, increase customer satisfaction, improve employee productivity, and reduce cost. The Office has set for itself the goal of achieving the “70-20-10” service model (i.e., 70% self-service, 20% interaction with generalists, and 10% interaction with specialists) articulated by Student Affairs in their March 2001 submittal. Accordingly one specific target (by 2005-06) is to make available on a self-service basis all the publicly accessible information it maintains—as well as making available via the web the classes and training seminars it provides on planning, the use of systems and information resources, and campus processes. It is important to note that even when this service goal is achieved, there is still a need to consult with information users to ensure that they have a common understanding of the data sources and appropriate uses as well as how such information (as well as other factors) relates to the problem or issue they are considering.

As this transition is completed (and the Office makes more efficient its processes that generate and make available appropriate planning data), a greater fraction of the Office’s professional staff time will shift to assisting executive management, principal officers, managers, and decision makers—as well as the Senate—with the analysis and resolution of complex campus strategic planning issues and with understanding the implications of alternative choices.

A number of these campus-planning issues are already evident and the current long-range planning process will provide the vision and strategies to address them. For example, early in this five-year timeframe, the Office intends to assist the Chancellor and Campus Provost to make substantive progress in the following areas.

- *Space plan.* Build consensus on a new comprehensive space plan that documents existing and projected space needs; updates the principles and practices associated with space assignment and utilization; translates campus needs into a multi-year capital improvement and space reallocation plan; and outlines a funding strategy/feasibility analysis for meeting the campus’ facilities needs. In the short term, the campus’ space inventory will lag its needs; accordingly, the Office will help campus management identify strategies to address these shortages (e.g., targeted short-term investments, more efficient use of existing facilities).
- *Capital program process.* Related to this comprehensive plan is the need, working cooperatively with campus architects and engineers, to understand and

² See “UC 2010: A new Business Architecture for the University of California”, July 2000.

make improvements to the campus' capital program process (i.e., including the design process, implementation strategies/cost overruns, and client and architect relations).

- *Resource strategy.* Build consensus on a campus resource strategy—including strategies for increasing the campus' resource base (through new sources of revenue, partnerships and collaborations, and restructuring), redeploying existing campus resources (where appropriate to meet evolving campus objectives and priorities), and incentives for ongoing reassessment of the campus' base.
- *Campus internal economy.* Address issues related to the campus' internal economy and processes—including policy issues related to recharges; organizational efficiencies associated with the campus' service center-based processing of human resources and finance transactions.
- *Accelerate implementation of new graduate programs.* Assist faculty, departments, and divisions in the development of new graduate and professional programs. Provide information and analyses necessary to explore opportunities and assess viability of proposed programs.
- *Support enrollment management.* Working with Student Affairs, appropriate Academic Senate Committees, Academic Deans, and Vice Provosts of Academic Affairs, Undergraduate Affairs and Graduate Studies, develop and implement a strategy for managing student enrollments that supports the intellectual and pedagogical goals of the campus. This effort will require analyses that improve our understanding of the background and needs of prospective and existing students, and how the campus environment contributes towards or inhibits success.

To achieve these goals of enhanced information access and of staff redeployment will involve the development of a variety of tools—many of which will increasingly become dependent upon technology. Development of these tools may require additional support staff as well as funding for hardware and software. For example, most building drawings and floor plans are currently only available as paper blueprints, and many are not up-to-date. Electronic access to this type of data would be very beneficial to many areas of the campus and is needed to support better space planning.³

By 2010-11, a number of new planning challenges will emerge. While new programs may be initiated and some existing programs will still be in a growth mode, many will have reached their desired critical mass and will need to transition from strategies that

³ This initiative is related to the Facilities Management System (FMS) proposed by BAS. The CAD data (maintained by Physical Planning and Construction [PP&C]) serves as the source document for the facilities inventory (maintained by Planning and Budget). BAS and Planning and Budget have collaborated on a joint proposal to provide more complete and update information that will not only support the operational needs of safety service units, PP&C, and Physical Plant, but also more accurate information to support space planning.

enable growth to ones that foster renewal and re-invention. Furthermore, the campus' infrastructure and academic support needs in 2010 are likely to be substantially different as education is transformed by information technology and campuses must consider the on-going needs of its students (i.e., continuing education and just-in-time learning).

To support planning in this context, the Office of Planning and Budget will provide the analytic support that helps the campus planning function become more nimble and must itself invest in the reinvention and renewal of both its staff resource, its information delivery models, and the nature of campus planning processes.

Detail of Programs/Activities: The table below outlines, from a Planning and Budget perspective, each significant program/activity and the budget of the program/activity. I.e., what Planning and Budget foresees as the allocation of its overall budget to its programs/activities, and the allocation within each program/activity among personnel and support.

Table 1⁴

	Existing Base	Proposed Changes					
		2002-03		2003-06		2007-11	
Primary Program/Activity		One-time	Ongoing	One-time	Ongoing	One-time	Ongoing
Cost Components:							
Faculty (FTE & salary)	n/a						
Staff (FTE & salary) and S&E							
o Existing core allocation	\$ 2,203K [27.8 FTE]						
o Expanded analytic, research, reporting, and support capabilities					\$ 532K [6.5 FTE]		\$ 215K [3.5 FTE]
o Consulting resource (or temporary staffing) for major projects		TBD		TBD		TBD	
Teaching Assistants	n/a						
New Non-salary Costs							
o Computer-aided facilities management system (e.g., CAD/CAFM)		\$105K	\$5K				
o Other systems enhancements and renewal (e.g., SCIPI, DWH, FDX, reporting tools, etc.) and support costs.		\$101K	\$56K	\$245K	\$44K	\$80K	\$5K
Total Estimated Cost		\$206K	\$61K	\$245K	\$576K	\$80K	\$220K

As noted earlier, Planning and Budget wishes to enhance its ability to support informed decision making by increasing its analytic capacity and by broadening the array of management services it can offer. Part of this increased capacity can be funded through

⁴ Excludes the Central Business Operations (CBO). This unit currently has a base budget of \$376K that supports a staff of 7 FTE.

staff redeployment, but based upon a comparison of peer institutions, some additional resources may be required.

- *Analytic staff.* There are three areas where staff increases will support this objective:
 - *Core analytic staff.* Although the staff within Planning and Budget are clustered into subunits for organizational and supervisory purposes, most work is accomplished by cross-unit teams. Using as a benchmark the staffing at other UC campuses associated with functions currently offered, Santa Cruz's level of staffing is only one-third to one-half that of comparison institutions. Therefore, over this planning period, the Office anticipates the need to add one or two additional analysts with broad fiscal and policy skills (in order to provide more in-depth analysis of issues—including identifying emerging issues through on-going monitoring and environmental scanning). To accomplish the goal of broadening the scope of institutional research activities (e.g. monitoring student success, enrollment management) to a level comparable to other UCs, an additional two to three staff would be required.
 - *Technology and information distribution support.* In order to meet the goals of efficient information dissemination, added staff associated with developing and maintaining the data warehouse and reporting tools are needed. UC Davis, the campus with the most well developed system of data integration and reporting, currently employs six technical staff to develop and administer campus information applications (via a data warehouse) and reporting tools. UCSC will need to add a minimum of two additional staff in applications development and system administration over the next five years, if we are to meet our goals as well as migrate existing systems off the campus mainframe. An additional two staff should be added over the following five years, to improve the level of service and accommodate expanding systems (e.g., SCIPI, data warehouse, CAD/CAFM). There is great potential to leverage other campus initiatives for new systems development (e.g. AIS) to streamline delivery of reports and reduce duplication of effort.
 - *Capital planning and space management.* This subunit is currently funded for and seeking to fill a new planner position as well as a recently vacated analyst position. Once these positions are filled, the Office will re-evaluate whether previously justified additions to the permanent staff are required. In the meanwhile, in order to complete specific tasks, temporary consulting resources will be utilized. In addition, Planning and Budget intends to move this subunit farther along the information technology continuum as it develops more efficient ways to get its work done.

- *Planning and management services.* As noted earlier, the Office wishes to broaden its ability to assist principal officers as they undertake changes that will result in practice and process improvements, organizational effectiveness, and strategic planning. At this time, it is anticipated that this resource will be developed through a combination of temporary funding, internal reallocation, and partnerships (fee-for-service) with the principal officers.
- *Non-salary/technology costs.* In support of its information management and distribution function:
 - *CAD/CAFM.* The campus needs a more efficient way to create and maintain accurate CAD (computer-aided design) drawings (i.e., “blueprints”) that are dynamically linked to the facilities inventory so that changes in building blueprints are quickly reflected in the inventory system. In addition to enhancing the space inventory, planning, and analysis functions for which Planning and Budget is responsible, the availability of up-to-date building drawings and dynamic links to the facilities inventory would help many campus units with their operational tasks (e.g., planning moves, tracking hazardous materials, scheduling maintenance, ADA compliance, key inventory, etc.) as well as make more efficient the annually inventory process by permitting campus units to redline (i.e., electronically markup) the drawings and directly enter changes into the facilities inventory (e.g., changes in occupants or room use). BAS and Planning and Budget have therefore jointly proposed that the campus develop and maintain a CAD-based set of floor plans (and eventually other “layers” such as electrical, mechanical, site work, etc.) and acquire and implement a CAFM (computer-aided facilities management system).
 - *Systems enhancements and renewal.* Given the Office’s role in providing the campus with accurate and timely planning and assessment information and tools, information technology will play a key role in the delivery of its services. Therefore, Planning and Budget will need to make on-going investments in technology, systems enhancements and renewal, and technical support—as well as tools that facilitate end-user training and support.
 - *SCIPI.* One such key system that is currently based upon 1970s batch processing technology is CSIR (“Campus System of Instructional Resources”). This antiquated system integrates facilities, payroll, and course enrollment data, and is the primary source of information for meeting many of the UCOP and State reporting requirements that both justify our capital space requirements and provide faculty workload and other accountability measures on which systemwide resource decisions are based. The Office is in the process of developing and implementing its

replacement, SCIPI (“Santa Cruz Integrated Instructional Planning Information”). This system is based on an application developed at UC Davis to replace their CSIR. It will vastly improve the process for editing data, reducing workload both within departments and within Planning and Budget, and significantly improve turnaround time for reports. Reporting capabilities will improve dramatically, providing benefit to both external and internal reporting agencies.

Budget sources: Meeting the goals and moving in the directions articulated in this plan will require a combination of new resources and internal reallocation as well as an investment in people—both analytic and technical. Accordingly, the major fund sources outlined in Table 2 include the current Planning and Budget allocation—including reallocated resources (e.g. vacated positions); new growth-related funding; and other new funding derived from partnerships with other campus units.

Table 2

Proposed Divisional Funding Sources:	2002-06		2007-11	
	<u>One-time</u>	<u>On-going</u>	<u>One-time</u>	<u>On-going</u>
Existing Divisional Resources	\$100K	\$117K [1.5 FTE]		
New Divisional Resources				
1. Enrollment Growth	\$ 351K	\$520K	\$80K	\$220K
2. Other source				
Support from other campus units				
Total Funding	\$ 451K	\$ 637K	\$80K	\$220K

Space Requirements: As is the case with other campus units, space represents a significant challenge for Planning and Budget. The Office has adopted internal office space principles that involve staff sharing offices and the allocation of smaller areas per person. At the same time, the Office has used one-time salary savings to provide employees with ergonomic furniture that makes better use of allocated space and lessens the likelihood of worker’s compensation claims due to injuries. As a result, we believe that we have maximized the utility of our assigned space and at the same time improved employee-working conditions.

The longer-term Kerr Hall space plan calls for the service center (i.e., Central Business Operations is currently located on the 3rd floor) to be located elsewhere in the building. When this occurs, two offices will be freed up that should resolve some of the existing space shortages as well as the staff increases anticipated by this ten-year plan.

Technology Requirements: Given its analytic role and its role as an information provider, technology will play a strategic role in the delivery of services. Thus far, the

Office has creatively used technology to support information delivery, to facilitate collaboration, and to support campuswide planning committees. While over the last decade, the Office has reallocated significant parts of its existing budget to the development and support of information technology, none-the-less there will always be special information technology requirements that cannot be met with existing resources/capabilities.

In order to enable its role in transforming planning and decision-making processes so that they are more information-based, nimble/responsive to emerging opportunities, and capable of adapting to a changing environment, the Office requires the technology resources to quickly adapt and to be entrepreneurial. While undoubtedly the specific technologies applied to its mission will change over the next decade, the types of information tools and support infrastructure articulated in Table 1 are representative of this need.

Divisional Enrollment or Other Workload Expectations: The complexity of campus programs, governance structures, and planning issues facing the campus drives workload more directly than do simple indicators such as undergraduate and graduate enrollment levels (as requested in Table 3). As this complexity increases, understanding the secondary effects of management decisions will require more attention (e.g., analysis, identification of impacts, identification of alternatives, etc.). Similarly, as the State (and external stakeholders) require greater accountability from the University, the need to compile information in response to external requests, to define and build consensus around measures and milestones, and to undertake more sophisticated analysis will also grow.

Table 3

	2000-01		2005-06		2010-11	
	Undergrad	Graduate	Undergrad	Graduate	Undergrad	Graduate
F, W, S						
Summer						
Off Campus						

Timing of Programs: The proposed enhancements in services are gradual and will be implemented over time; there are no “new” programs or “complex” projects proposed.

Estimated Benefits and/or Impact on Other Campus Units: As articulated earlier, Planning and Budget’s role as a resource to the Campus Provost and Executive Vice Chancellor, Chancellor, principal officers, and campus managers implies that its initiatives and services will impact (and benefit) units campuswide. Accordingly, the

Office actively takes a campuswide perspective as it develops its initiatives, information systems, and services. For example,

- The new budget system, *Financial Manager's Workbench*[™] (FMW), eliminated old paper-intensive process for budget updates, provides up to date information on staffing and budget, and allows for easier reconciliation of the two.
- Projects such as of Quest *Vista Plus*[™] and Business Objects *InfoView*[™] promise to vastly reduce amount of paper reports and improve distribution of financial reports by service centers.
- SCIPI will eliminate archaic system of data edits and key entry and will make important data readily available to units for the first time.

On the other hand, the movement toward making information available via information technology tools (rather than on paper) requires that end-users master applications and reporting tools. The Office therefore takes a tiered approach in its provision of information. It is our goal that information and reports that have wide applicability are/will be provided in formats that require only simple tools such as a web browser; more complicated analytic services (such as tools for modeling budgets or enrollment trends or creating customized reports) may require additional end-user skills. As part of its deployment of these tools, Planning and Budget provides user training and documentation; as noted earlier, the Office has set a goal to make all such training and documentation web-accessible by 2005-06.

Evaluation and Accountability: The criteria for evaluating the success of Planning and Budget's services and initiatives include

- *Service criteria:*
 - Providing timely, accurate, useful information to the campus and to external stakeholders
- *Client (i.e., principal officer and manager) feedback:*
 - Direct feedback/assessment of performance (supplemented by occasional surveys of clients and stakeholders)
- *Performance on specific goals articulated in this plan:*
 - Evidence that staff have been reallocated to support identification of emerging issues and management options, preparation of supporting analyses, and presentation of information in accessible formats. Ability to engage in more *ad hoc* research and environmental scanning.
 - By 2005-06, all the publicly accessible information maintained by Planning and Budget—as well as the classes and training seminars it provides on planning, the use of systems and information resources, and campus processes—is available on a self-service basis via the web.

- *Other performance indicators/milestones:*
 - Data warehouse services:
 - Satisfaction ratings with *Business Objects*TM and the availability of data service.
 - Number of special requests as a fraction of total requests (should decrease as the usefulness of the data warehouse increases).
 - System performance indicators such as uptime and response time.
 - Usage indicators, such as the number of hits on web site.
 - All standard academic program review and self-study information (by department) available on-line by 2003-04.
 - Provide on-line faculty workload and information to support “biobibs” by 2003-04.
 - Improve official reporting (e.g., instructional load statistics, reports for UCOP and external constituencies) turnaround time to weeks instead of months.

The Office will continue to measure its progress toward the goals articulated in this plan and will adjust its plans based upon management objectives and user feedback.