



CalPlanning, Cal Answers, and Strategic Management/Metrics Teams Provide Sneak Peeks into Future Development

Cal Assessment Network: December 6, 2013



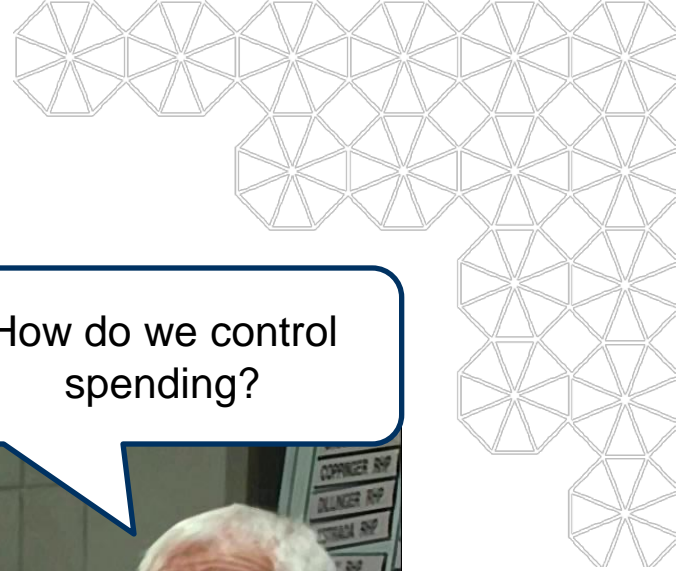
CalPlanning

Cathy Lloyd

Strategic Program Management

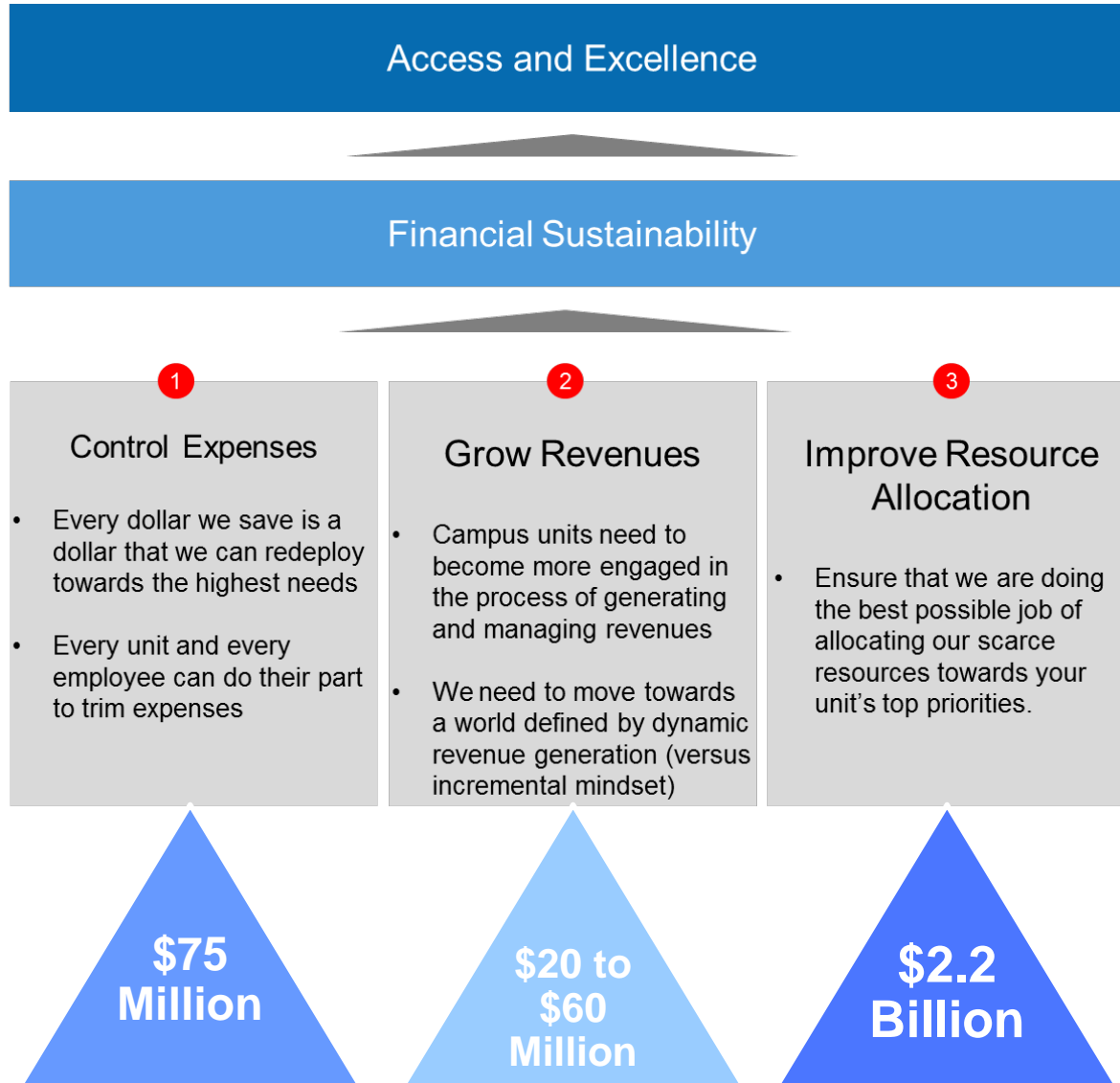
Executive Director – Office of the CFO

Wrong question!



What's the strategy?

There are no simple answers. Berkeley must manage better by reducing expenses, growing revenues and improving resource allocation.



Right question!



CalPlanning phase 3 results

CalPlanning's newest application (HCP) had the lowest satisfaction ratings, when compared to other CalPlanning applications, due to:

- Newness and complexity of application
- Issues with data integration and accuracy
- Usability, especially with regard to data entry and “ease of use”

The most frequently mentioned issue was “not enough time” to:

- Learn the CalPlanning tools
- Learn new concepts and understand budget process changes
- Meet the forecast and budget deadlines

Agreement ratings were higher for:

- “The CalPlanning system has significantly improved since Phase 2”
- “I felt supported by my division's leadership in making the shift to CalPlanning”

Agreement ratings were lower for:

- “Overall, the CalPlanning project has exceeded my expectations”

We heard you...the FY14-15 budget cycle plan

The timing was too compressed last year....

- Started the forecast cycle 4 months earlier than last year, giving our customers those months to gain experience with the tool and feel more comfortable with the numbers
- Distributing budget call letter, guidelines and narrative almost two months in advance of last year

Give us time to move up the learning curve on current technology, don't introduce any major new application functionality

Continue to refine and improve the tools:

- Reduced complexity and improved usability on the HCP side, **significantly reducing the time users need to spend** analyzing and entering data
- Gave our users a way to understand and compare the prior year HCP data against the latest update without impacting performance
- Incorporated **major structural changes to the salary and fringe calculations** and infrastructure so our users can assess the impact of these changes on their bottom line
- Aligned reports and **made it faster for users to find the right report** for the right answer

Use the trade off in time to focus on improving the budget process:

Refine the campus budget process

Steps we are taking this year...

Early Launch

The Chancellor, EVCP, and VCAF will issue one campus call letter in mid - December

Budget Guidelines

The budget guidelines, trainings, and tools will be enhanced to provide more clarity and support to campus users

Budget Submission and Narrative

The budget submission narrative requirements will be more robust this year to better inform and facilitate executive-level discussions

Budget Hearings

The budget hearing structure will be refined to clarify meeting goals, materials, and the process for advanced preparation

Campus Budget Office (CBO) Reorg.

A CBO analyst will be assigned to support a specific portfolio of Divisions during the budget process and throughout the year

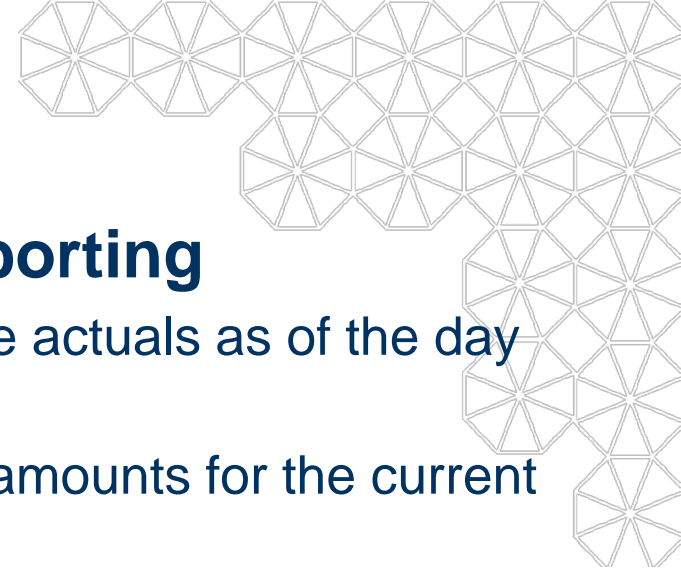
Cal Planning

We will continue to refine CalPlanning and make enhancements to the user interface and financial reports

Data and Metrics

A data and metrics template will be developed for pilot Divisions that will link budget planning with key financial and non-financial data

Further FY13-14 improvements



Improve timeliness of budget to actuals reporting

- Simplify and automate the load process so we can see actuals as of the day we run a report
- Match the actuals from each payroll with the forecast amounts for the current FY to date plan
- Create a “people and stuff” report that combines employee comp detail budget to actuals combined with non-salary budget to actuals to allow department managers to better understand and manage actions on variances and improve the planning process

Let us see the latest payroll actuals compared to our forecast

- Match the actuals from each payroll with the forecast amounts for the current FY to date plan

Use the trade off in time to focus on improving the budget process:

CalPlanning: FY14-15 themes



Support FY15-16 Financial Planning and Analysis Goals

- Integrate workflow to allow for automated promotions and sign-off on plans
- Create functionality to develop budget proposals and incorporate them into budget on approval
- Incorporate strategic financial planning and metrics into the planning cycle

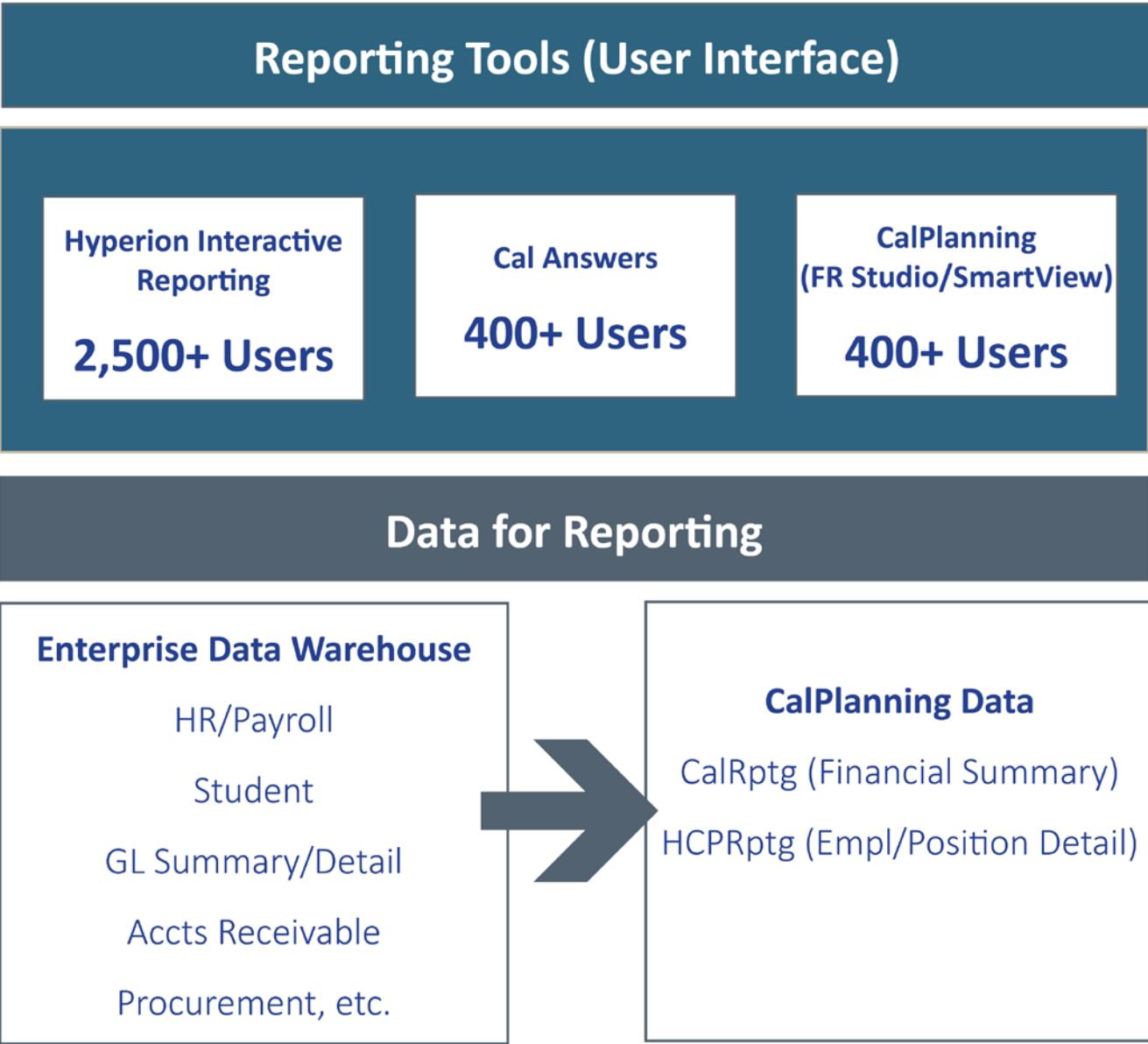
Enable multi-year planning and modeling

- Driver-based assumptions at a summary level for planning

Maximize vendor support and take advantage of new delivered functionality

- Upgrade the application, enabling improved performance and browser stabilization

Relationship of BAIRS, CalPlanning, and Cal Answers current state



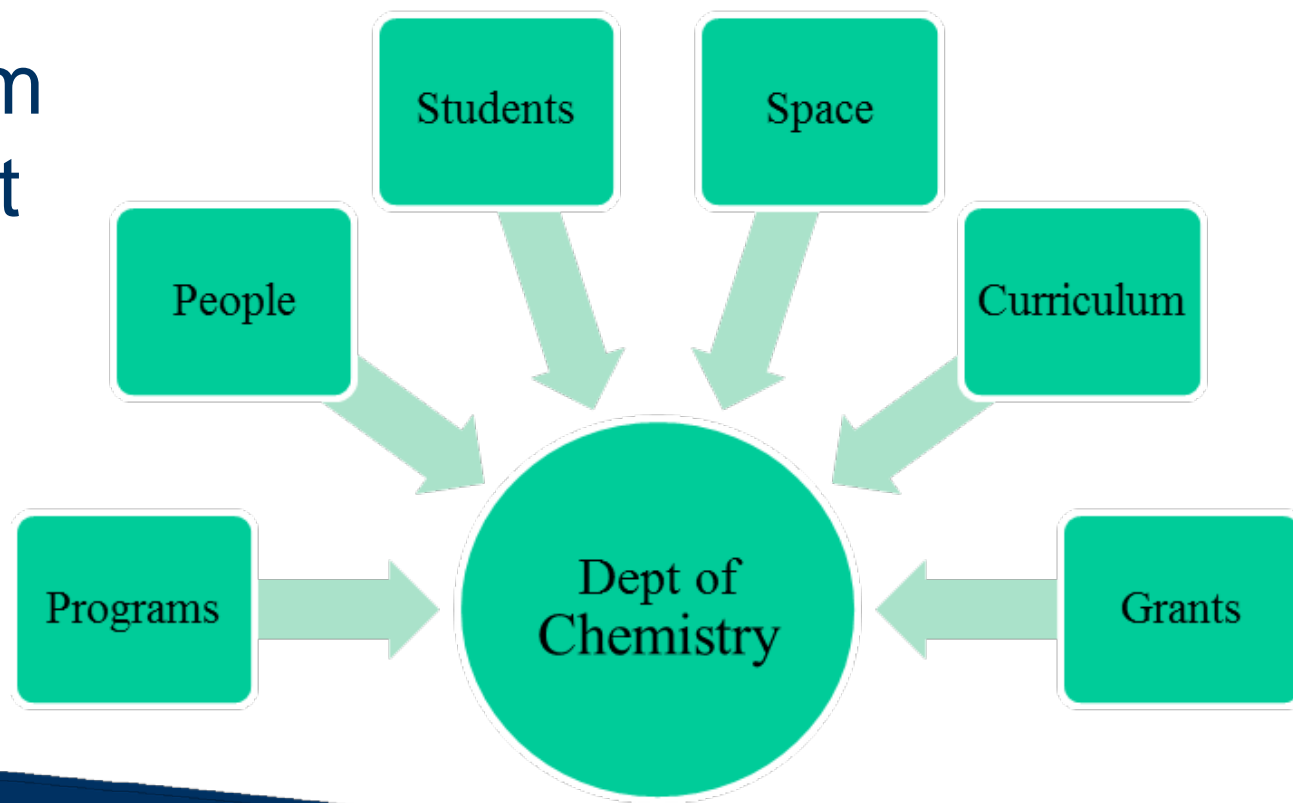
BAIRS HR/Financial Reporting at risk



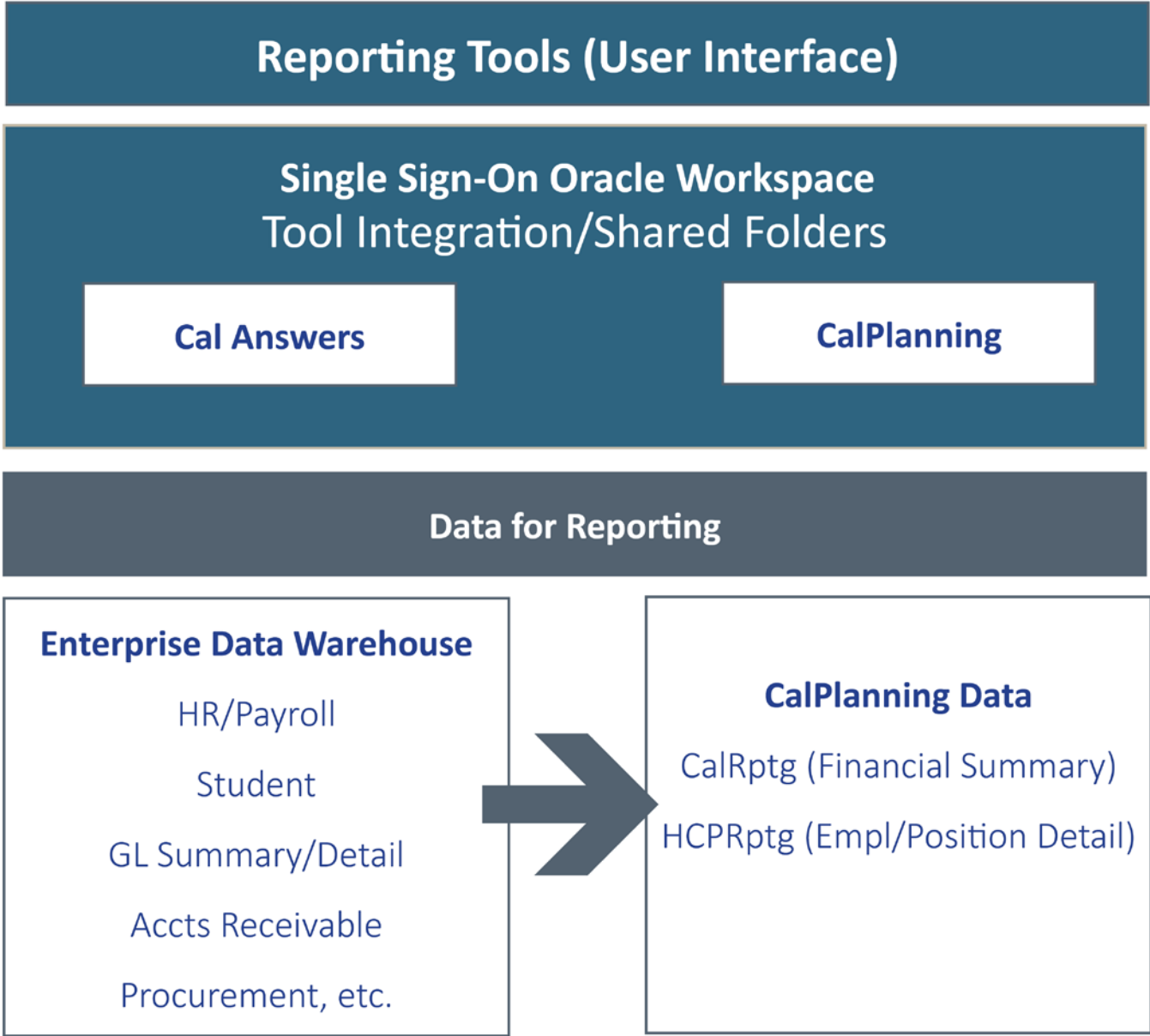
- Oracle is no longer supporting Hyperion Interactive Reporting
 - No updates for latest browsers
 - Not in sync with operating systems
 - No fixes or enhancements delivered
- Suboptimal load processes and transformations
 - Back-end structural fixes needed
- Resources stretched to support two reporting systems: BAIRS and Cal Answers

Benefits of transition to Cal Answers

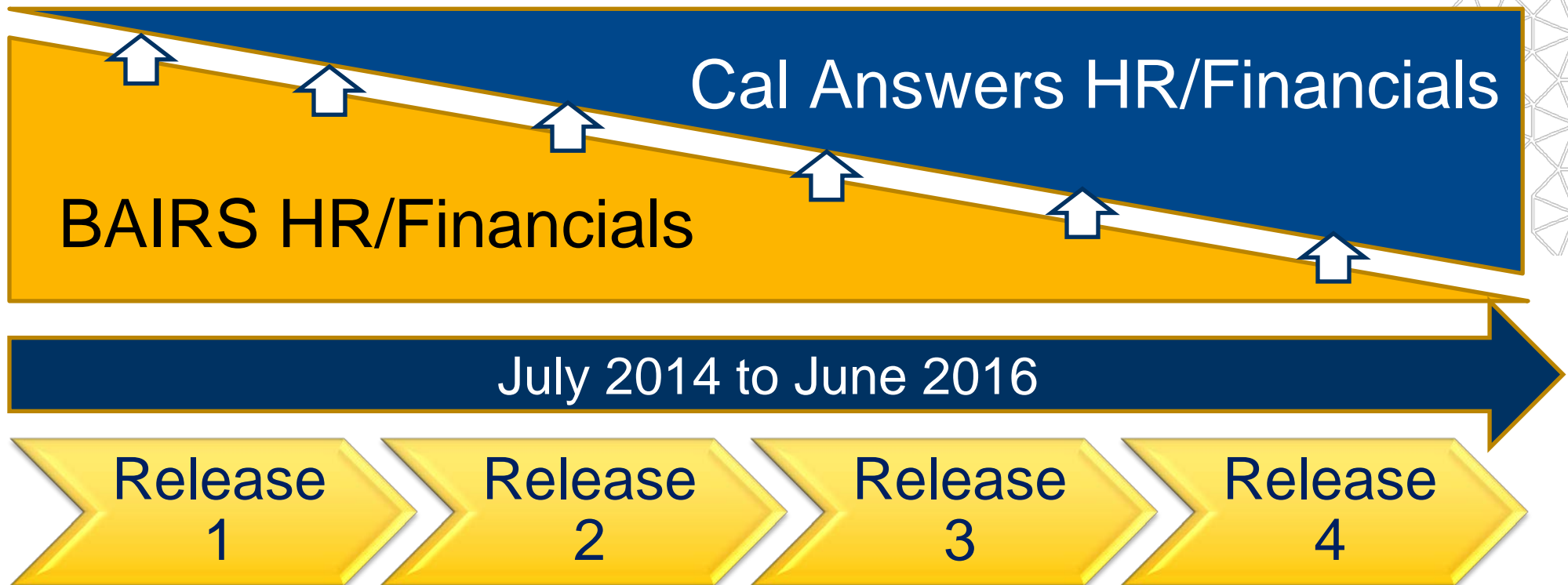
- One question, one answer, one access point
- Consolidation/optimization of financial reports and new user-driven interface saves time
- Drill-through from highest to lowest level of detail in real-time



Relationship of BAIRS, CalPlanning, and Cal Answers future state



What's the plan?



- Release 1 will optimize back-end structures and loads
- Subsequent releases will focus on delivering Cal Answers reports in priority order



Resources

- CalPlanning website: <http://budget.berkeley.edu/projects/calplanning>
- CalPlanning questions: calplanning@berkeley.edu



Cal Answers

Josh Blatt

**Institutional Data and Analytics
Program Manager – Office of Planning
and Analysis**

Questions for today



- What new information will we get access to next year?
- What new tool features?
- What new learning opportunities?
- How is the role of Cal Answers evolving?

Cal Answers basics

Web-based, analytical tool with:

- Interactive dashboards
- Well-defined metrics selected by campus subject matter experts
- Strategic direction for enterprise data

Accessible to entire campus

Use it to:

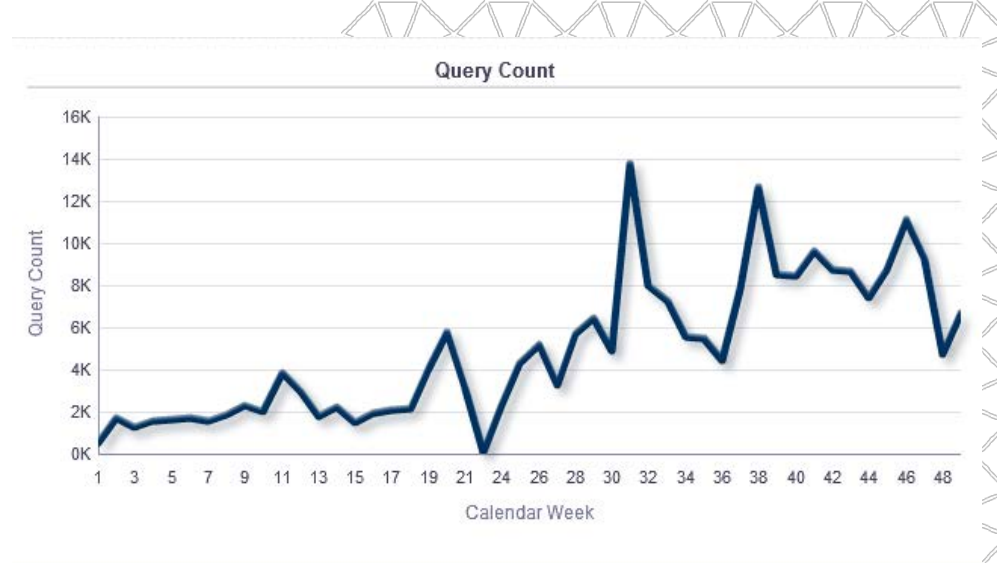
- Monitor goals
- Improve processes
- Inform strategic decisions
- Communicate about campus



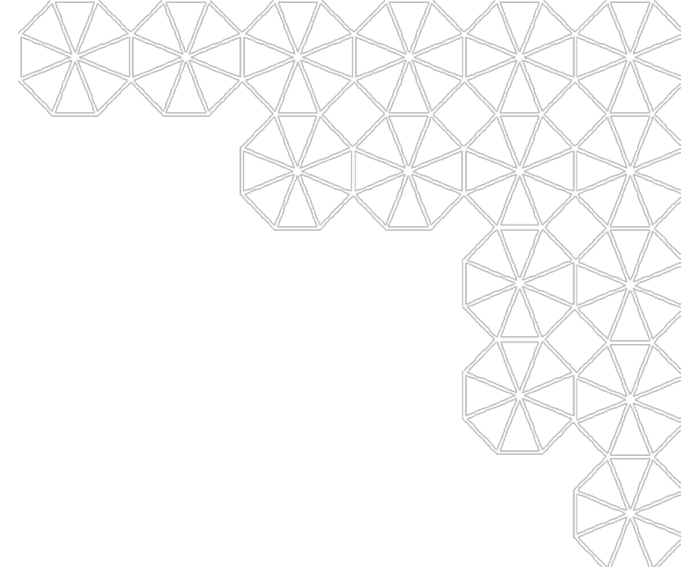
We are seeing success!

- Overall usage is expanding rapidly
- Lots of recognition:
 - 2013 Oracle Excellence Award for Student Curriculum
 - Berkeley Achievement award for Student Financials
 - Special recognition from the accreditation review panel (WASC) that gave UCB their highest rating
- Presented at several conferences to nation-wide audiences

Cal Answers has been highly successful in meeting the needs of their respective user communities by making data available that has catapulted decision-making to the next level
- OE Review Committee



The BIG upcoming projects



Financials: BAIRS to Cal Answers

- Rethink and simplify
- Integrate with Cal Planning

Human Resources

- System-wide planning for UC Path is well underway
- UCB Reporting will move to a combination of Cal Answers and UC Path reporting

Student Information Systems

- All existing dashboards will need to be modified
- Each new module will bring new requirements and opportunities

Upgrading the Cal Answers platform



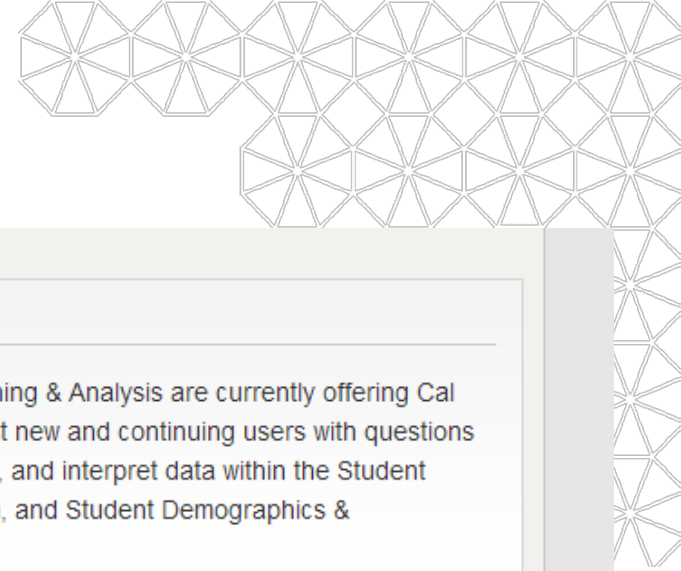
Upgrading Cal Answers platform

- Newer browser compatibility!
- Support for SmartView Excel integration (the same as the next version of CalPlanning)
- Lots of small functionality and usability improvements

New features we are investigating releasing

- Scheduled reports
- Shared folders
- Excel/Office integration
- Improved home screen

Training and support



Express video tutorials

FUNCTIONALITY SERIES

Learn about basic, intermediate, and advanced Cal Answers functionality

KEY FACTS SERIES

Learn how to quickly find answers to the most commonly requested Cal Answers queries

SUBJECT AREA-SPECIFIC DATA CONTEXT SERIES

Learn more about the meaning behind the data and how to accurately communicate the insights you find

Reference guides

GENERAL CAL ANSWERS

[Quick start guide](#)

[Data release timeline](#)

[Where do I now find data that used to appear in Cal Profiles and Cal Profiles Plus?](#)

Office hours

Analysts in the Office of Planning & Analysis are currently offering Cal Answers Office Hours to assist new and continuing users with questions about how to access, retrieve, and interpret data within the Student Applicant, Student Curriculum, and Student Demographics & Outcomes subject areas.

[Learn more and sign up!](#)

Wikis

Each subject area maintains a wiki - a collaborative web site where the business analysts document their subject area's procedural information, such as data definitions, report field lists, unique methodology considerations, etc. Select the link below to view the wiki of the subject area you are researching:

[HR Census](#)

[PI Portfolio](#)

[Procure to Pay](#)

[Student Applicants](#)

[Student Curriculum](#)

Evolving role of Cal Answers

Integration into standard processes

- Performance metrics
- Budgets
- Internal Controls

More integration between subject areas

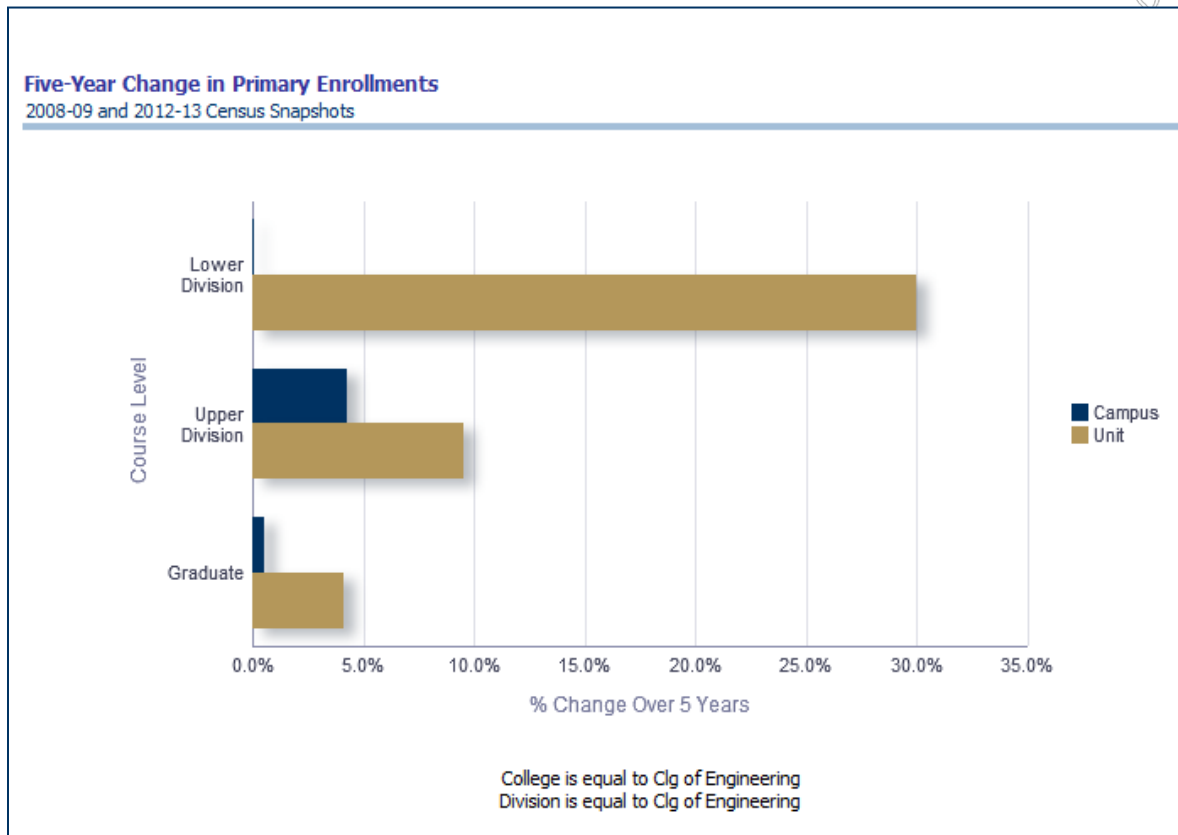


Next steps on our current projects

Next steps for Student Curriculum

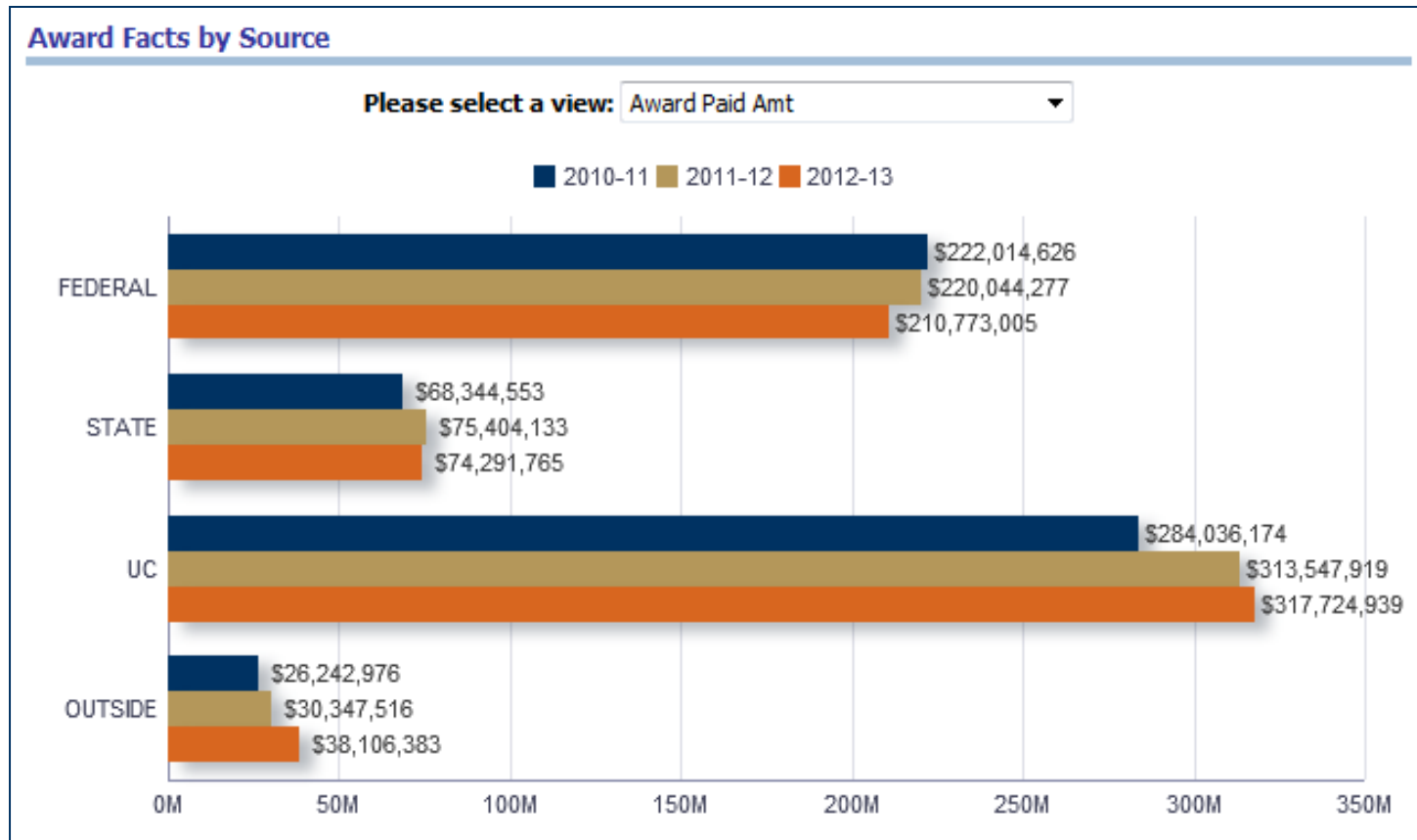
Instructor information:

- Who is teaching when and where?
- Types of Instructors
- Instructor course loads



Next steps for Student Financials

- How much debt are UCB students accumulating?
- What is the real cost of a UCB education?



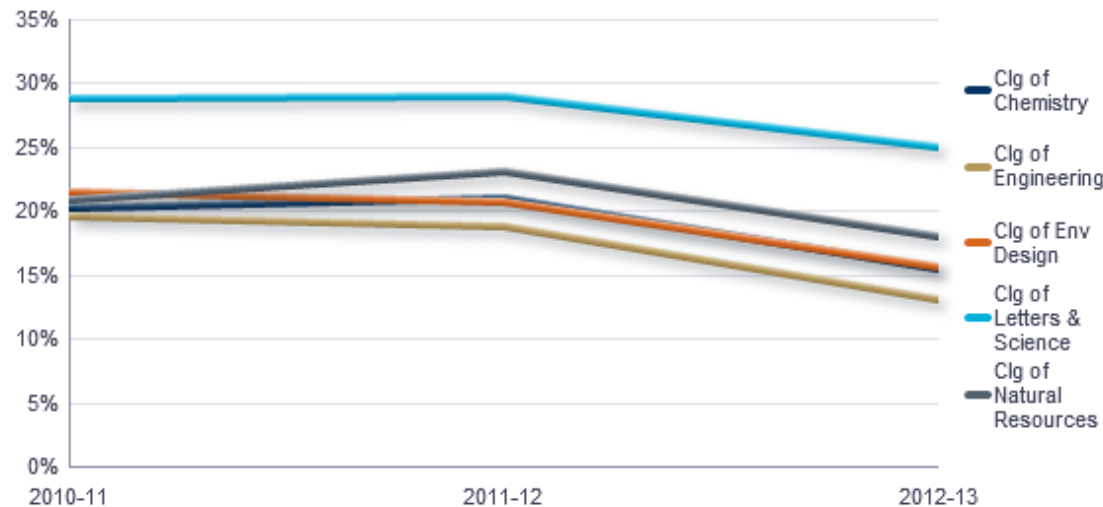
Next steps for Student Applicants

Releasing all new dashboard:

- Counts over time
- Admit and Yield rates
- Academic indicators (GPA, SAT)
- Demographics (ethnicity, gender, 1st generation college)

Admit Rate by College

Data is for full academic years only.



Fast Facts

Undergraduate Applicants in 2012-13

61,731 Freshmen Applicants

22% Admit Rate

39% Yield Rate

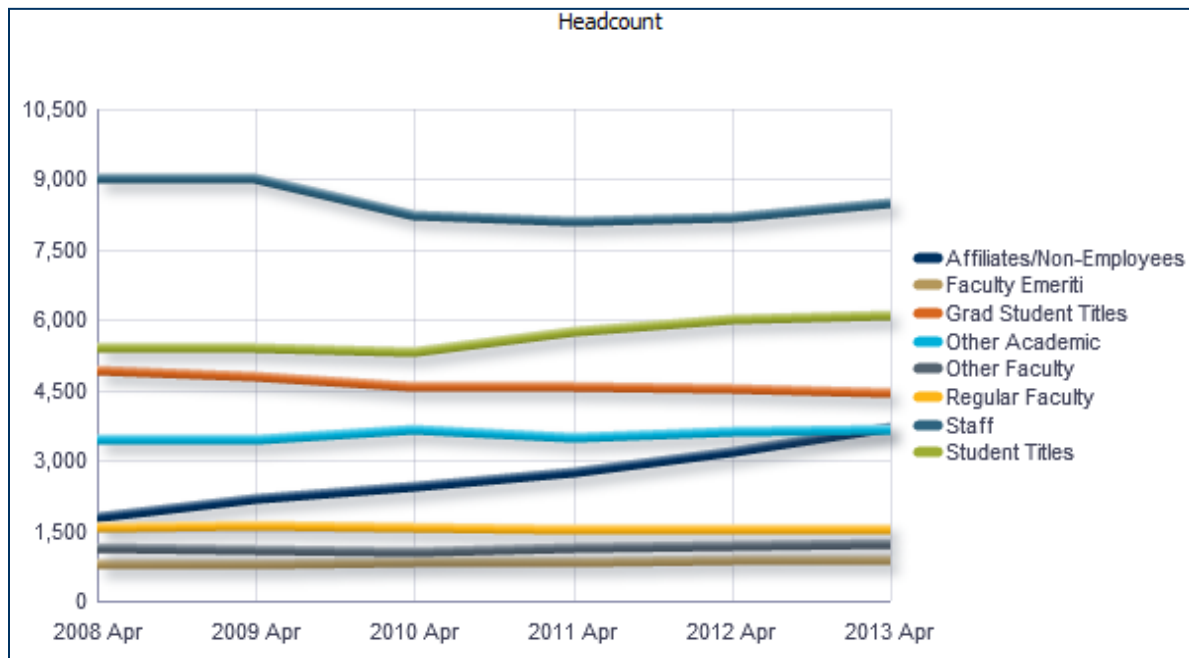
15,754 Transfer Applicants

24% Admit Rate

66% Yield Rate

Next steps for HR Census

- Move to new Org hierarchy with release of October Census 2013 Census (very soon)
- Additional metrics
- Comparisons of units to campus



Fast Facts

These facts are from the latest UC Berkeley workforce census taken on 04/30/2013. It includes paid and unpaid employees and affiliates/non-employees

30,056 Total headcount

1,510 Laddered Faculty including **33** faculty administrators.

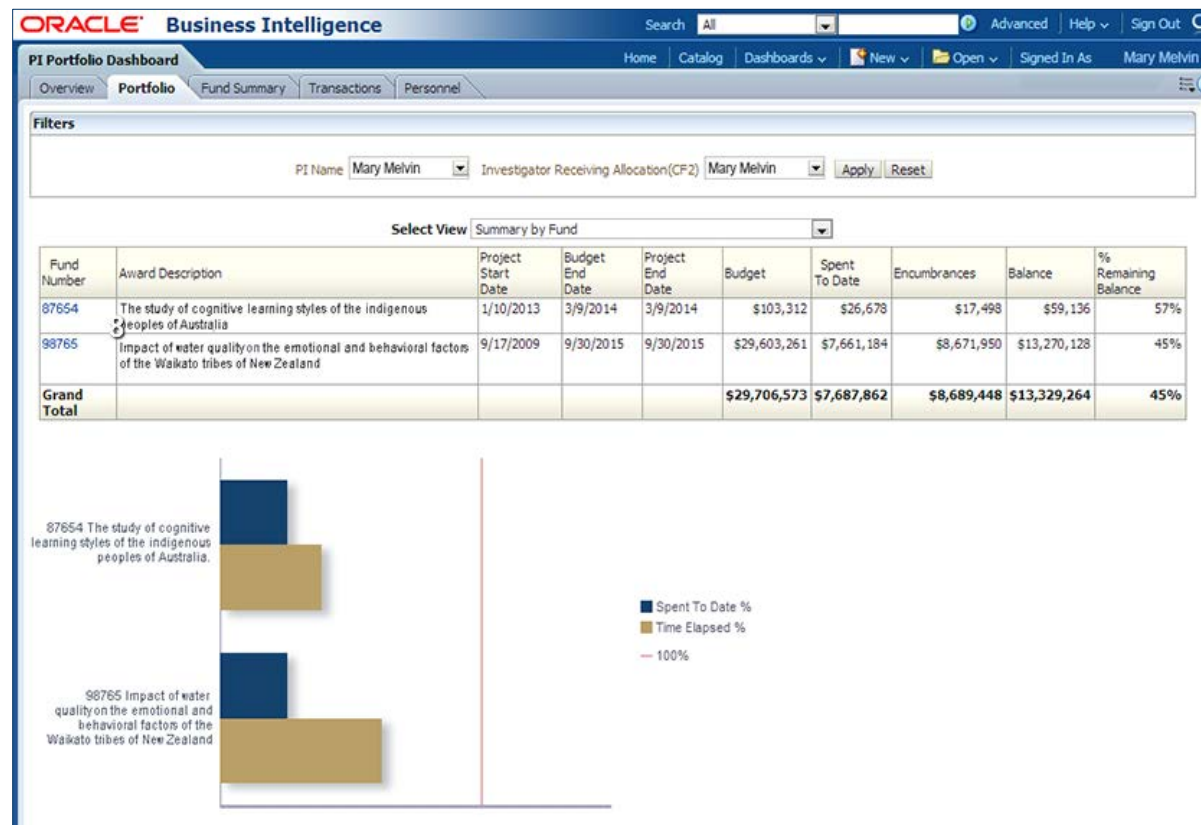
8,477 Staff

57% of staff are women.

24% of staff are under-represented minorities.

Next steps for PI Portfolio

- Expanding from Contracts & Grants to include all current funds for faculty
- Projecting future expenses
- Viewing Accounts Receivable





Resources

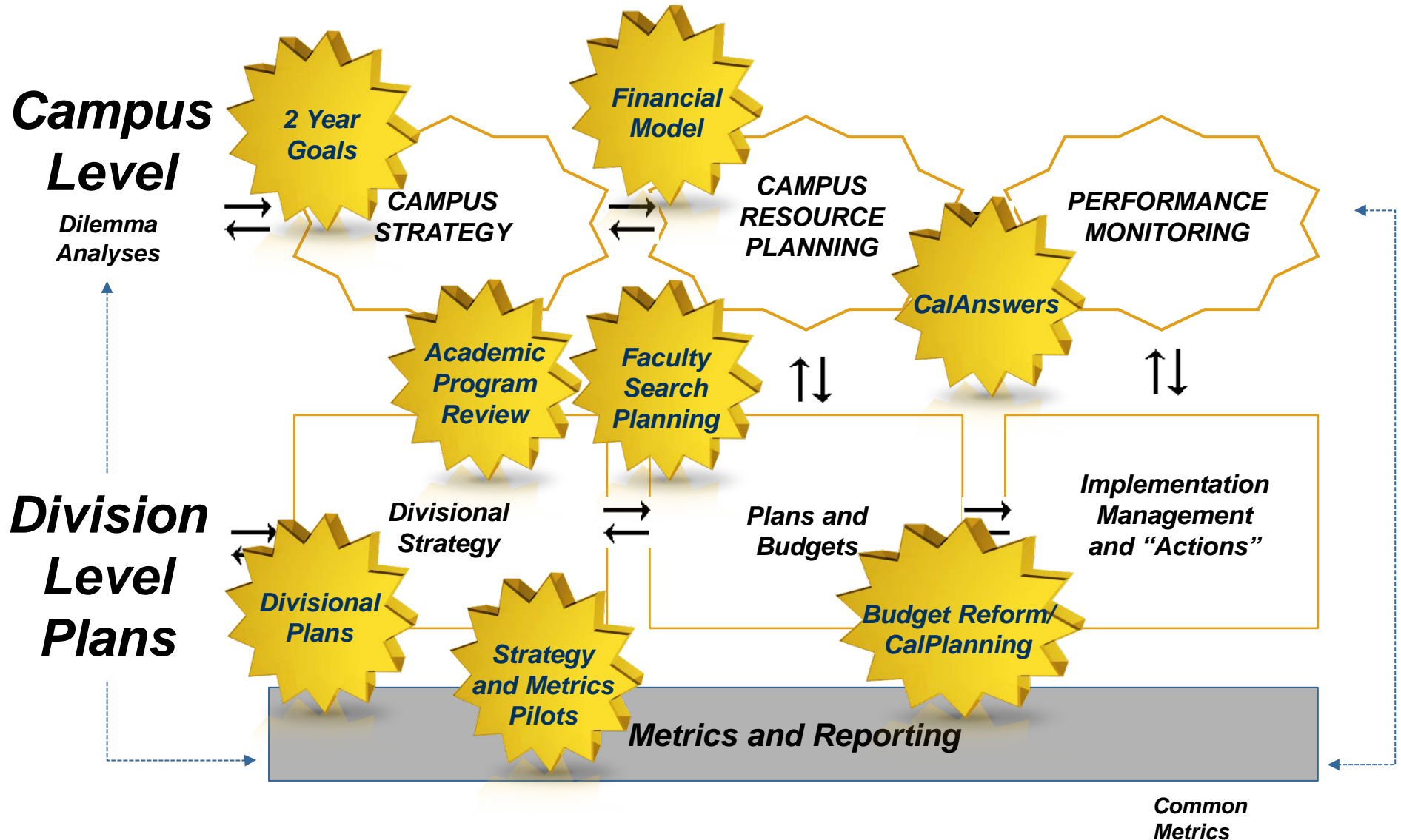
- Cal Answers website: calanswers.berkeley.edu
- Cal Answers questions: calanswers-help@berkeley.edu

Strategic Management & Metrics

Louise Davidson
Metrics Project Lead – Office of
Planning and Analysis

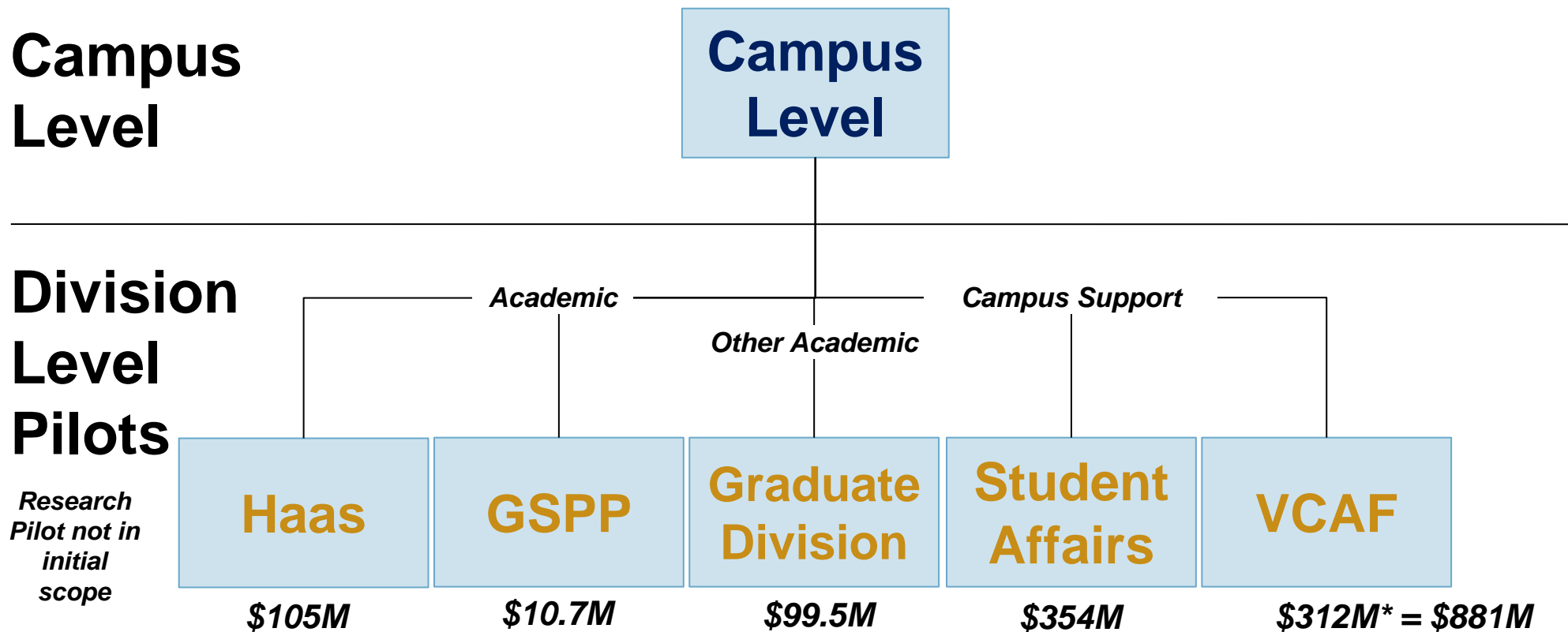
An integrated strategic framework

We are in a strong position to move forward, building on significant progress to date.



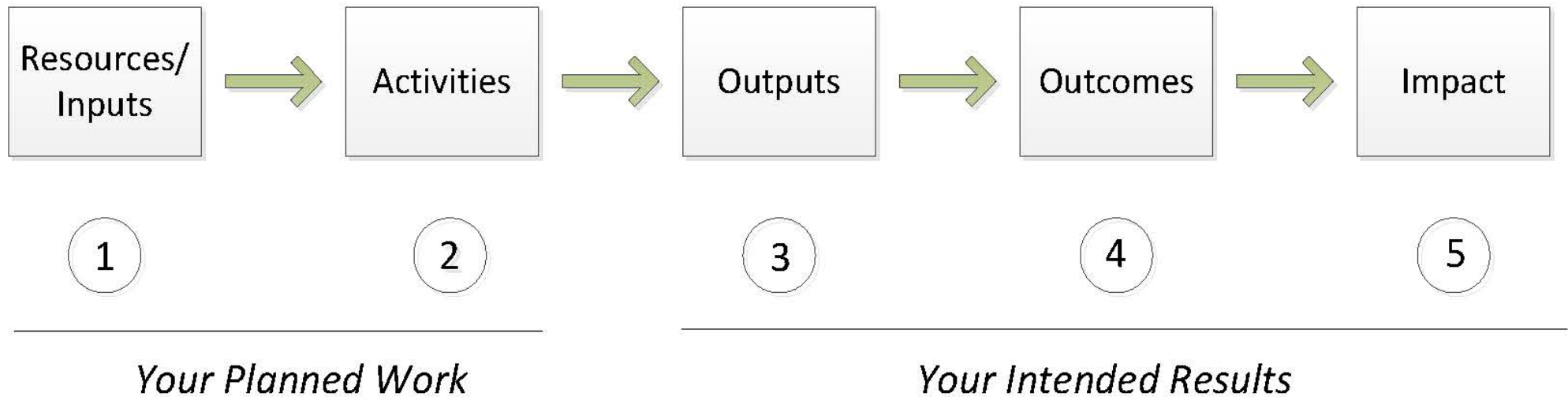
Divisional level pilots

As part of helping develop the approaches, we have been working with five pilot units.



Supporting units to focus towards outcomes

The “Logic Model” (W.K. Kellogg) is a beneficial evaluation tool that facilitates effective program planning, implementation and evaluation.

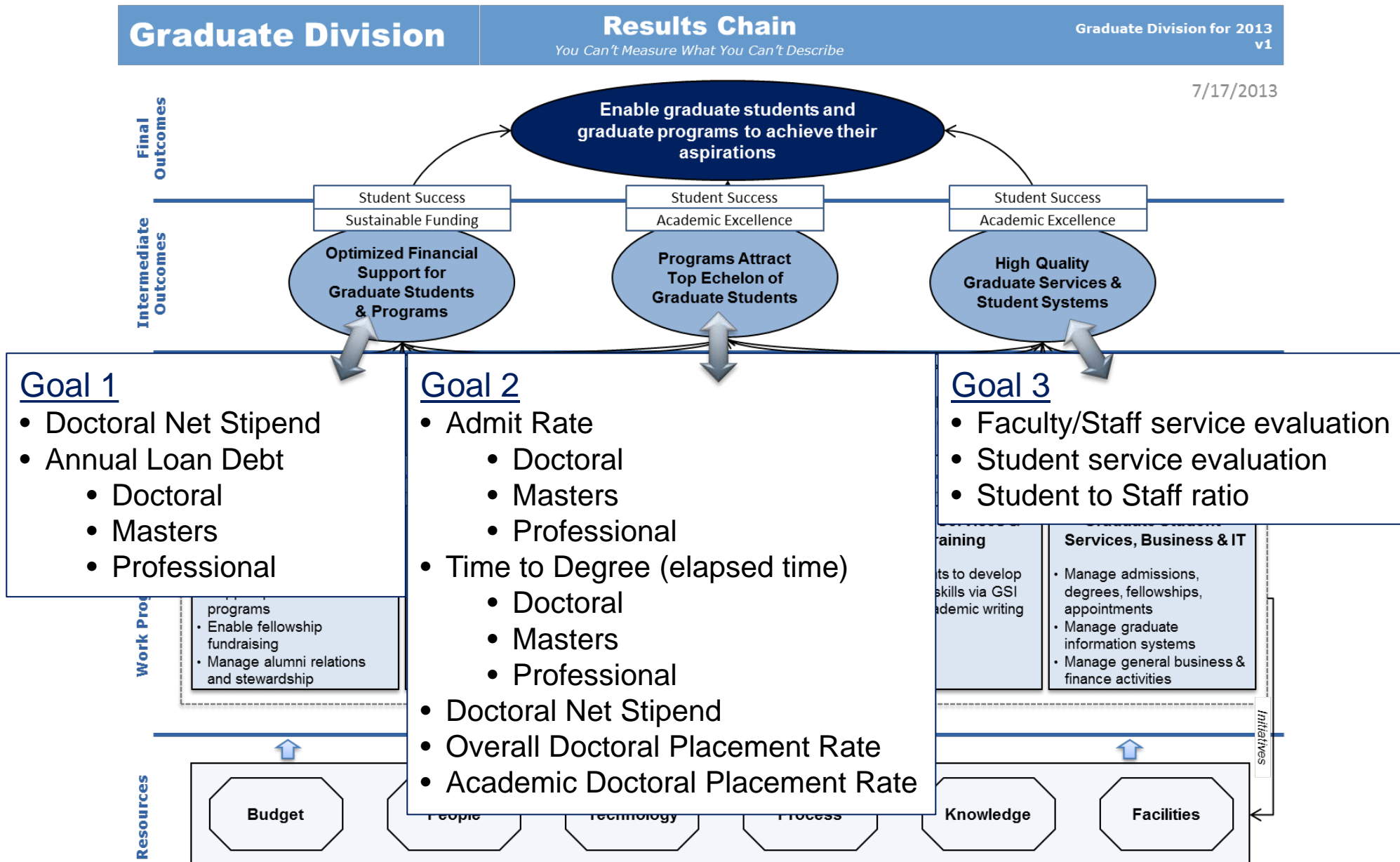


Our focus today

“What gets measured, gets done.”

Unit strategies: key outcome metrics

Appropriate, select outcome metrics are mapped or identified to help the unit track strategic progress.



Strategy: strategic goals (4A)

What has been our recent performance? How well have we executed our strategy?

Graduate Division Example											
Instructions				Content		Workflow		Notes		ID: 1011 Status: Under Review	
Go to List				Edit		Sign Off		Opt-Out		Workflow Action Show	
Item Attributes											
Unit	Responsibility Of	Reviewer Due Date	Assignee Due Date	Last Modified			Priority	Period	Type		
Graduate Division (VRIGD)	Evans, Mike	Jul 24, 2013 5:00 PM	Jul 22, 2013 5:00 PM	Jul 29, 2013 6:01 PM by Evans, Mike			Medium	FY14 Q1	Not Specified		
Content											
Strategic Context Strategic Goals											
View: Goal Description <input type="checkbox"/> Metric Commentary <input type="checkbox"/> Description <input type="checkbox"/> Thresholds <input type="checkbox"/> Owner <input type="checkbox"/> Periods <input type="checkbox"/>											
Common Goal Linkage Filter: Metric Type: (All) R/A/G: (All) Common Metrics											
Goal/Description	Metric/Unit of Measure/Area	Academic Excellence	Student Success	Research Leadership	Equity & Inclusion	Sustainable Funding	World Class Operations	Target	Latest	Prior	Baseline
1. Continue to build and optimize financial support for graduate student and graduate programs											
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Doctoral Net Stipend	\$							(Not Specified)	4,400	4,100	3,500
Annual Loan Debt (Doctoral)	\$							Lower Quartile	12,300	11,800	5,300
Annual Loan Debt (Masters)	\$							(Not Specified)	10,400	9,900	3,500
Annual Loan Debt (Professional)	\$							(Not Specified)	5,500	5,400	4,800
2. Continue to attract the top echelon of graduate students, domestic and international.											
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Admit Rate (Doctoral)	%							(Not Specified)	11.0	13.0	17.0
Admit Rate (Masters)	%							(Not Specified)	14.0	17.6	21.0
Admit Rate (Professional)	%							(Not Specified)	17.0	18.0	16.0
Time to Degree (Doctoral)	Yrs.							(Not Specified)	5.8	6.0	6.5
Time to Degree (Masters)	Yrs.							(Not Specified)	2.3	2.3	2.5
Time to Degree (Professional)	Yrs.							(Not Specified)	(Not Specified)	(Not Specified)	(Not Specified)
Placement Rate (Overall Doctoral)	%							(Not Specified)	88.1	87.0	84.0
Placement Rate (Academic Doctoral)	%							(Not Specified)	56.5	54.0	45.0
3. Continue to improve Graduate Services and Student Systems											
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Faculty/Staff Service Evaluation	%							> 90%	92	90	84
Student Service Evaluation	%							> 90%	90	92	83
Operational Expenses/Student Ratio	\$000							Reduce 3%/Yr.	2.6	2.8	3.5
Student to Staff Ratio	#							Increase 3%/Yr.	181.0	175.0	120.0
4. Expense Management											
		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Operational Expenses/Student Ratio	\$000							\$2K/Student	2.6	2.8	3.5

Monitoring: common metrics

Common metrics are also emerging with pilot and functional input and are already available.

Functional View	Common Metric	Near-Term CalAnswers/CalPlanning
Academic	External Rankings ("Top 5, Big 5")	
	Time to Degree	Y
	Graduation Rate	Y
	Average Class Size	Y
	Number of Applications	Fall
	Selectivity (% of applicants receiving offers)	Fall
	Yield (% of offers accepted)	Fall
	Students - % Non Resident/Overseas	Y
	% Full Time, Full Fee Paying Students	Y
	% Students who Receive Financial Aid	Y
Financial Aid	Avg \$ Amount Financial Aid for Accepting Students	Y
	Avg Debt Load of Graduating Student ("Student Indebtedness")	
	Number of Pell Recipients	Y
	Average Annual Loan Debt	
OPA	Student/Faculty Ratio	
	Faculty Engagement	
	Student Employment	
Equity & Inclusion	Student Satisfaction	
	Faculty - % Women	Y
	Faculty - % Underrepresented Minorities	Y
	Students - % Women	Y
	Students - % Underrepresented Minorities	Y
	Staff - % Women	Y
	Staff - % Underrepresented Minorities	Y
	Retention Rate for Underrepresented Minorities - Undergraduate	
	Retention Rate for Underrepresented Minorities - Graduate	
	% of Underrepresented Minorities Feeling Respected	
HR	Net New Ladder Faculty (= # of hires minus separations)	
	Faculty Compensation Compared to Benchmark	
	Span of Control	
	Staff Levels	
	Staff Compensation Compared to Benchmark	
Financial	Estimated Future Retirement	
	Reserve Ratio (Ending Balance/Total Expense)	Y
	Operating Net as % of Total Revenues	Y
	Revenue Growth Rate	Y
	Expense Growth Rate	Y
	Compensation Growth Rate	Y
OEPO	% of Reserves Restricted	Y
	Revenue from New Initiatives	
	Shared Service Adoption	
	Annual Expense Saves from Initiatives	

**INITIAL DRAFT;
FURTHER
PRIORITIZATION IN
PROCESS**

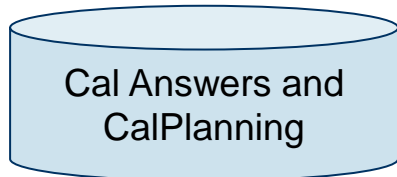


Indicates Data that can be sourced and downloaded automatically from CalAnswers or CalPlanning in near term.

Unit monitoring: common metrics

The Performance Module would also contain “common metrics” to support unit *and* campus results monitoring.

System of Record/ “One Answer”



Agreed “Common Metrics”

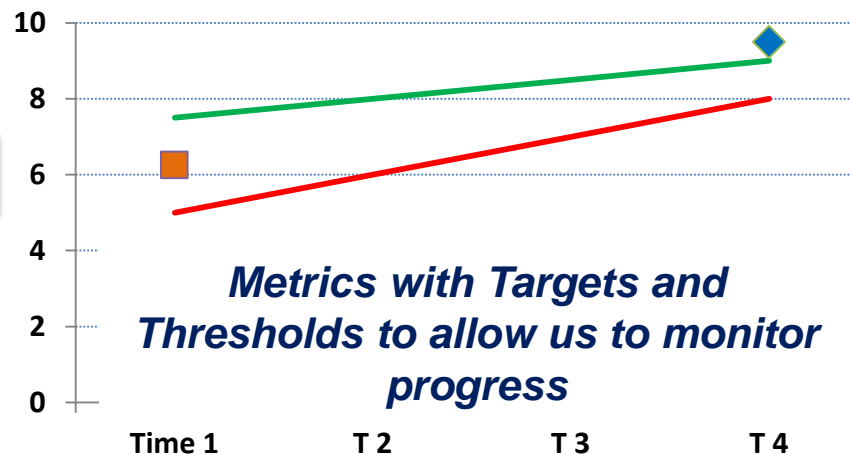
Functional View	Common Metric	Unit Type	Calculated/Reporting
Academic	External Rankings (Top 5, Bio 5)	Y	Y
	Time to Degree	Y	Y
	Graduation Rate	Y	Y
	Average Class Size	Y	Y
	Number of Applicants	Y	Y
	Selectivity (% of applicants receiving offers)	Y	Y
	Yield (% of offers accepted)	Y	Y
	Students - % Non-Resident Overseas	Y	Y
	% Full Time, Full Time Part-time Students	Y	Y
	% Students who Receive Financial Aid	Y	Y
Financial Aid	Avg 2-Amount Financial Aid for Nondegree Students	Y	Y
	Avg Debt Load of Graduating Student ("Student Indebtedness")	Y	Y
	Number of Paid Recipients	Y	Y
OPA	Average Annual Loan Debt	(Y/N)	(Y/N)
	Student/Faculty Ratio	(Y/N)	(Y/N)
	Faculty Engagement	(Y/N)	(Y/N)
	Student Engagement	(Y/N)	(Y/N)
Equity & Inclusion	Student Retention	Y	Y
	Faculty - % Underrepresented Minorities	Y	Y
	Students - % Women	Y	Y
	Students - % Underrepresented Minorities	Y	Y
	Staff - % Women	Y	Y
	Staff - % Underrepresented Minorities	Y	Y
	Retention Rate for Underrepresented Minorities - Undergraduate	(Y/N)	(Y/N)
	Retention Rate for Underrepresented Minorities - Graduate	(Y/N)	(Y/N)
	% of Underrepresented Minorities Fearing Retraction	(Y/N)	(Y/N)
	% of New Lateral Faculty in or of one of nine categories	(Y/N)	(Y/N)
HR	Faculty Compensation Compared to Benchmark	(Y/N)	(Y/N)
	Staff Levels	(Y/N)	(Y/N)
	Staff Compensation Compared to Benchmark	(Y/N)	(Y/N)
Financial	Estimated Future Retirement	Y	Y
	Revenue Ratio (Operating/Non-Operating/Total Expenses)	Y	Y
	Operating Net as % of Total Revenue	Y	Y
	Revenue Growth Rate	Y	Y
CEPO	Expense Growth Rate	Y	Y
	Compensation Growth Rate	Y	Y
	% of Revenues Restricted	Y	Y
	Revenue from New Initiatives	Y	Y
	Shared Service Allocation	Y	Y
Annual Expense Rates from Initiatives	(Y/N)	(Y/N)	

Standard, key metrics applicable across units



Unit-Level Ownership and Accountability

■ Current — Green — Red ◆ Target



Campus-Level Use



Unit-Level Use

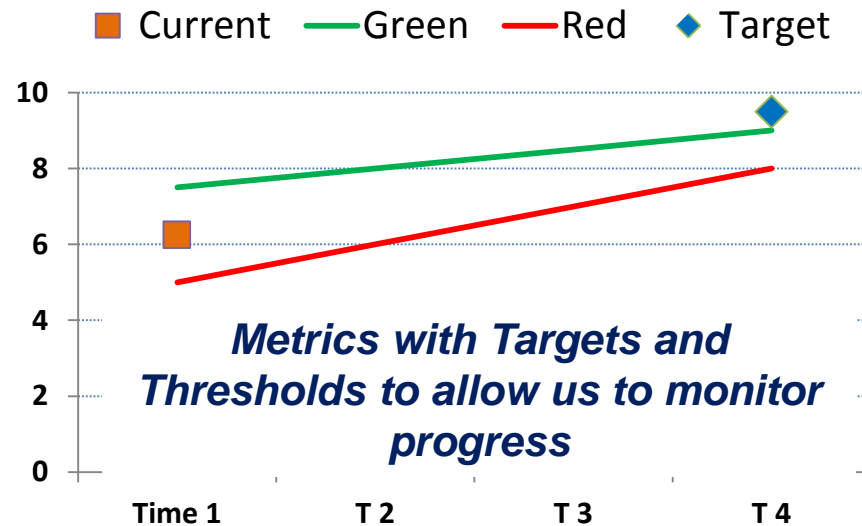
- Strategy
- Planning
- Monitoring
-

Monitoring: campus level dashboard

Providing a framework for leaders to communicate achievements, set goals and targets, and clarify priorities.



Campus Dashboard



Example
Common
Metrics

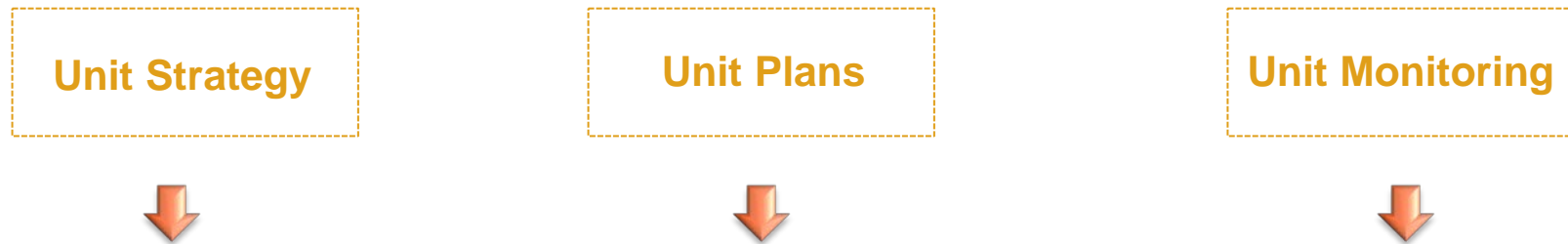
World Class
Operations

- Staff Levels
- Staff - Service Satisfaction
- Span of Control
- Shared Service Adoption
- Annual Expense Save from Initiatives
- Facilities Utilization

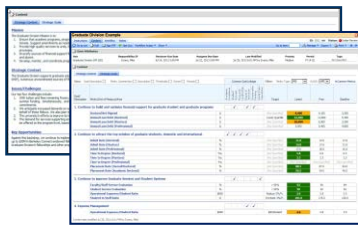
Summary: capability overview

As part of pilot work-to-date, we developed the approach and illustrative “retrofit” examples. Now we are transforming these to “live” capabilities for unit use.

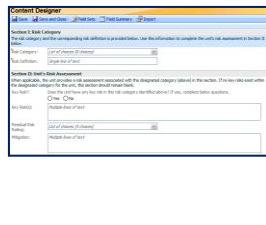
Framework: Division Level Pilots



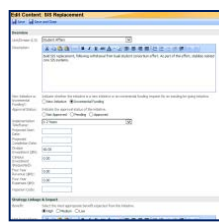
Capabilities for Unit Use (2014)



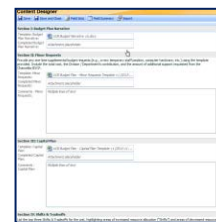
- Strategic Context
- Strategic Goals



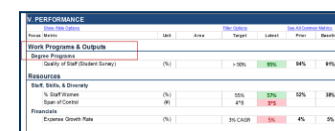
- Key Risks (TBD)



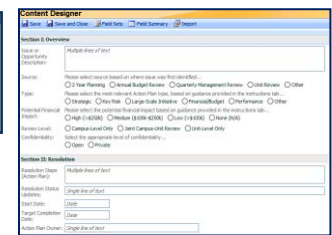
- Large-Scale Initiatives



- Budget/Plan Narrative



- Performance Metrics



- Issues/Actions

Resources

- Metrics website:
<http://vcaf.berkeley.edu/what-we-do/leading-best-practices/strategic-management-and-metrics-project>
- Metrics questions:
Louise Davidson - ljdavidson@berkeley.edu
Sara Quigley - saraquigley@berkeley.edu