

UCI Administrative & Business Services

Strategic Plan for 2020

Evolution of A&BS Strategic Plan

Administrative & Business Services (A&BS) began to develop a strategic plan in 1993 that has been applied since then, although it has never been called a “strategic plan,” per se. The objective of the process launched in 1993 was to create a framework of goals, objectives, principles, and metrics aimed at achieving a sustainable competitive advantage, which is what made it “strategic.”

The initial framework document, completed in 1994, *A Model for Sustaining Administrative Improvement*, contained the following elements:



This model, based on the Baldrige principles and employing continuous improvement processes, was recognized with the 1997 **USA Today** Quality Cup Award and the top award from the National Association of College and University Business Officers (NACUBO) in 1996.

The behavioral element of the A&BS strategic plan was further developed in 1999. It constitutes an empirically validated model for management and teamwork performance improvement. Further, it provides the foundation to assess and develop leadership, communication skills, and teamwork across the organization.

Strategic Plan Matured in 2000

By 2000, the strategic plan metrics utilized by A&BS were refined to a degree that enabled consistent year-to-year tracking, feedback, and learning, in support of the overall mission of continuous improvement. These metrics include:

- A&BS campus-wide customer satisfaction survey measures, compiled annually.
- In addition, service-specific customer satisfaction survey data, compiled for every “key deliverable” A&BS service at least once every three years.¹
- Management behavioral performance indicators (31 measures based on the performance improvement model cited above).²
- Teamwork and collaboration behavioral performance indicators (22 measures based on model cited above).
- Benchmark data on cost or staffing per unit of pertinent workload,³ comparing UC Irvine annually with UC San Diego, UC Santa Barbara, UC Davis, and UC Berkeley.
- Overall efficiency of Accounting, Human Resources, Environmental Health and Safety, and Procurement functions is tracked by comparing the aggregate of five workload measures with staffing correlated with these functions.

¹ This frequency was adopted to avoid overloading customers with survey requests.

² These indicators are measured annually using the A&BS Survey of Management and Organizational Patterns.

³ Five workload measures: the campus's total enrollment, employment, research expenditures, financial system transactions, and purchase order expenditures – all data indexed to a base of 1990-91=1.0 to factor out the effects of inflation. Another workload measure, regulations, was added in 2004.

- An annual report that summarizes completed process improvements, A&BS staff development and training, customer satisfaction data, and assessment of completed annual and ongoing goals and performance objectives.

Goals, Objectives, and Metrics for 2020

The goals, objectives, and metrics that follow focus on improvement initiatives and provide a measurement of Administrative and Business Services' ability to integrate value-based improvements into UC Irvine's plans for growth.

Goals

- A&BS will provide exemplary services to campus departments in support of their mission of research, instruction, and public service.
- A&BS managers will demonstrate the supervisory and leadership qualities and behaviors that ensure effective and efficient service outcomes for A&BS customers.
- A&BS will use team-based, collaborative organizational structures to ensure the high quality of process and service improvements required by our customers.
- A&BS will provide quality services at lower cost than our benchmarked comparators.
- The productivity of A&BS employees will increase 150% over 1990-91 baseline.

Objectives & Metrics

- Based on A&BS campus-wide customer surveys: All unit mean scores >3.0 on standardized 4-point scale. Service-specific customer surveys: All mean scores >3.0 on standardized 4-point scale.
- Based on survey results for management performance measures: All units >3.0 on standardized 4-point scale, and A&BS overall mean 3.3 or greater.
- Based on survey results for teamwork performance measures: All units >3.0 on standardized 4-point scale, and A&BS overall mean 3.3 or greater.
- Based on annual A&BS benchmark data (cited earlier).
- Based on inflation-adjusted workload composite measure⁴ vs. staffing of pertinent functions, indexed to 1990-91=1.0.

⁴ Workload measures include: regulations, research expenditures, financial transactions, campus expenditures, campus employees, and enrollment.

- UCI will reduce greenhouse gas emissions enough to offset campus growth, working toward the UC goal of climate neutrality by 2025.
- Achieve a campus safety rating in the top quartile among University of California campuses.
- UCI will expand its “e-commerce” functions to create efficiencies and promote utilization of strategically sourced purchases across the campus.
- Based on cumulative tracking of carbon-based and NO_x emissions with reference to a baseline established in June 2004, when the Regents adopted a Sustainable Practices Policy.
- Based on standardized statistics for violent crimes, accidents, and lost days due to accidents.
- 65% of non-construction items will be purchased through e-commerce.

The goals and objectives identified above are constantly balanced with our strategic priorities:

1. Support of the campus’s mission through efficient and sensible levels of service
2. Maintaining a safe working environment
3. Extending the life of an aging infrastructure
4. Least-cost replacement of high-value legacy systems
5. Mitigation and management of risk
6. Reduction of the campus’s carbon and water footprints