

## Frequently Asked Questions: UCOP Organizational Review

### **What's the purpose of this review?**

The aim of this organizational review is to ensure that OP as a whole and each OP division individually is prioritizing work that aligns with OP's mission and strategic goals, and has the best structure, the right number of staff, and the appropriate budget to support those goals and UCOP's role in the UC system. The review will include an assessment of the functions that OP performs, the prioritization of each function relative to our goals, and the value in UCOP providing those functions centrally. Among other things, the review is intended to help identify:

- Opportunities for greater alignment of priorities and activities across OP
- Opportunities for better placement of specific functions at OP or on the campuses
- Opportunities to discontinue work
- Redundancies within UCOP, and between OP and locations
- Areas where additional resources are needed

### **Why is this review happening now?**

Given UCOP's many ambitious goals and limited resources, President Napolitano wants to ensure that OP's resources align with strategic priorities and that activities are being carried out in an efficient manner.

### **Is this aimed at shrinking OP headcount?**

No – the primary motivation is not to reduce headcount, although, depending on the outcome of the review, reductions may occur. The goal is to align OP resources and work activity with strategic priorities and OP's role. We may invest more resources in some areas while reducing resources in others.

### **Is this a budget-cutting exercise?**

No – the focus is not on budget reduction. Because it is important that budgets reflect and support organizational priorities, the review will be integrated with the 2015-16 budget timeline to create a FY15-16 budget that supports strategic priorities and OP's role within the system.

### **UCOP has undergone previous reviews and restructurings – how is this different?**

Senior leaders and those conducting this review are cognizant that UCOP has undergone prior organizational reviews. This review is intended to build upon, and not duplicate, those efforts. The project team's work will include looking at the results of prior reviews as well as recommendations that were not enacted but may be relevant moving forward. One difference between this and past efforts is that this review is OP-wide — every organizational area is within the review's scope. It will also include *all* parts of the OP budget, including systemwide programs.

### **What's the process and expected timing of decisions?**

Over the past two months, the project team has created an evaluation criteria template. The team will work with the divisions to complete the templates by Sept. 22, 2014, and generate findings and recommendations that will be discussed with division leaders. A final assessment will be delivered to the President in December.

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**Who'll be conducting the review?**

A steering committee with representatives from across OP and a project team are being created to conduct the review. Each OP division will have at least one representative on the steering committee. This steering committee will report to the Division Leaders, who will in turn provide recommendations to the President.

**UCOP divisions are different from one another, with distinct roles and areas of focus. Will divisional differences be taken into consideration in the review?**

Yes. This review recognizes that UCOP divisions are different – that they have different roles, perform different functions, and have different structures. One of the priorities of the review is to make sure that divisions -- including their priorities, structure, staffing and budgets -- are assessed in a way that both takes account their differences and reflects the need for consistent and even-handed evaluations of all OP resources. The review team will be consulting with leaders and staff of each division throughout the review process.

**How does this review relate to the UCOP Efficiency Review?**

Both efforts share the goal of improving the way OP functions, but the scope and objectives of each effort are very different. The Efficiency Review is concerned mostly with business processes – simplifying or eliminating processes that are inefficient or no longer necessary – and also with looking for ways to improve our workplace and build community. The organizational review will take a more holistic view of OP to ensure that its size, structure and activities align with OP's strategic priorities and its role within the UC system.

**How will staff be kept informed about the review and the decisions coming out of it?**

Staff will receive regular updates throughout the process via the [Link newsletter](#), updates from division leaders and other communications.