

UC BERKELEY EXTENSION  
2003 STRATEGIC PLAN

PLAN SUMMARY

July 31, 2003

# Table of Contents

- Introduction..... 1
- Plan Purpose ..... 1
- Plan Overview..... 1
- Planning Process ..... 1
- Guiding Framework ..... 3
- Strategic Directions..... 5
- Performance Measurement ..... 12
- Plan Implementation ..... 13
- Progress Reports ..... 13
- Plan Update Process..... 14

## **Introduction**

This document presents a condensed version of UC Berkeley Extension's Strategic Plan.

## **Plan Purpose**

The plan has three major purposes:

- To present a vision of success that will guide the ongoing development of the organization
- To identify priorities for action
- To provide a multiyear schedule of milestones and a process for monitoring and updating the plan

## **Plan Overview**

Figure 1 (next page) illustrates the major elements of the Strategic Plan. Taken together, the vision, mission, and principles constitute a guiding framework, while the strategic directions describe the major areas of focus for action planning.

## **Planning Process**

Our strategic planning process emphasized participation, analysis, and action. A Project Steering Team (PST) oversaw the development of the plan, assisted by a consulting team from the Berkeley-based strategic planning firm Moore Iacofano Goltsman, Inc. (MIG). During the six-month planning process, stakeholders from throughout Extension and the campus helped clarify the organization's mission and identify the key strategic issues to be addressed over the next three to five years. Smaller task groups then developed strategies to address key issues. Dean James Sherwood shared progress and solicited feedback throughout the process with a series of town hall meetings and open forums.

# Strategic Plan Framework

*Vision*

*Mission*

- Principles*
- Berkeley Quality
  - One Extension
  - Collaboration
  - Flexibility
  - Engagement
  - Innovation
  - Accountability
  - High-Leverage Use of Resources
  - Professional Development
  - Integrity
  - Respect

## *Strategic Directions*

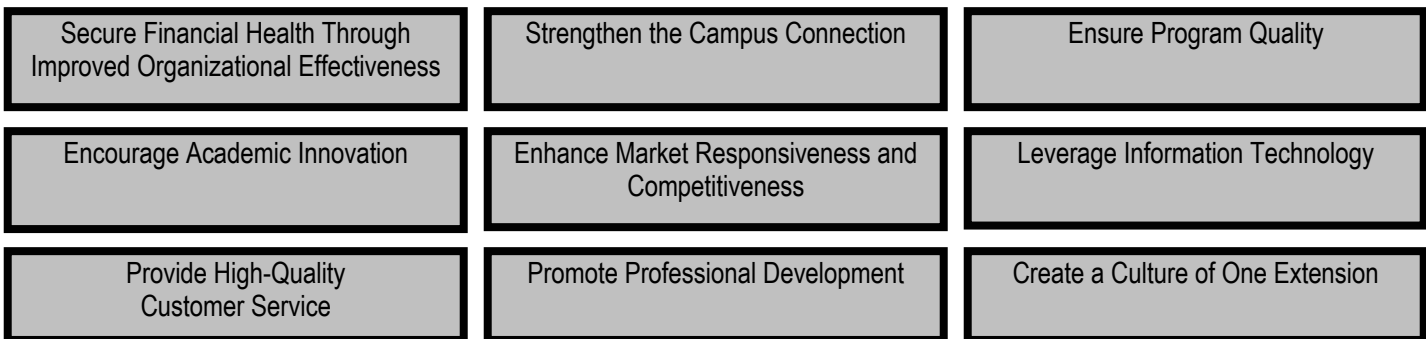


Figure 1

## Guiding Framework

A set of core concepts and directional statements forms the foundation for the Strategic Plan. These statements of vision, mission, and principles are the organization's guiding framework for planning and decision making. Figure 2, below, presents a visual overview.

### Vision

Extension's vision of success describes our desired future:

*We are a learning community that engages our students, the campus, and our partners throughout the world to deliver the highest levels of quality in lifelong learning.*

- We provide the highest levels of quality in our academic programs.
- We provide exceptional customer service.
- We have long-standing and mutually rewarding partnerships with our campus colleagues.
- We engage our students in creating learning experiences that achieve their practical goals and realize their personal dreams.
- We are a flexible organization that can respond quickly to opportunities.
- We work together as one organization with the common purpose of providing high-quality educational programs and services to lifelong learners.
- We build on the strengths of our staff and instructors and promote their professional development.
- As leaders in the field of continuing education, we continuously develop effective new approaches to learning.
- We are the premier provider of lifelong learning among Research 1 institutions.

### Mission

Our mission describes our core purpose.

*We bring together real-world experience and original research to meet the needs of a global audience.*

UC Berkeley Extension creates lifelong learning programs that address the needs and interests of regional, national, and global communities of learners. We focus our efforts on extending the intellectual resources of UC Berkeley to the community, with particular attention to our mandate to provide a public service to the State of California and our service area. Extension's charge is to engage learners in critical thinking informed by the most current original research. Building on the real-world experiences of our instructors, we evaluate and adapt information and develop innovative pedagogies and delivery formats that meet the needs of the continuing education audience. As a division of UC Berkeley, we help to fulfill the mission of the campus by delivering flexible, financially self-supporting educational programs and providing expertise in meeting the needs of our audiences.

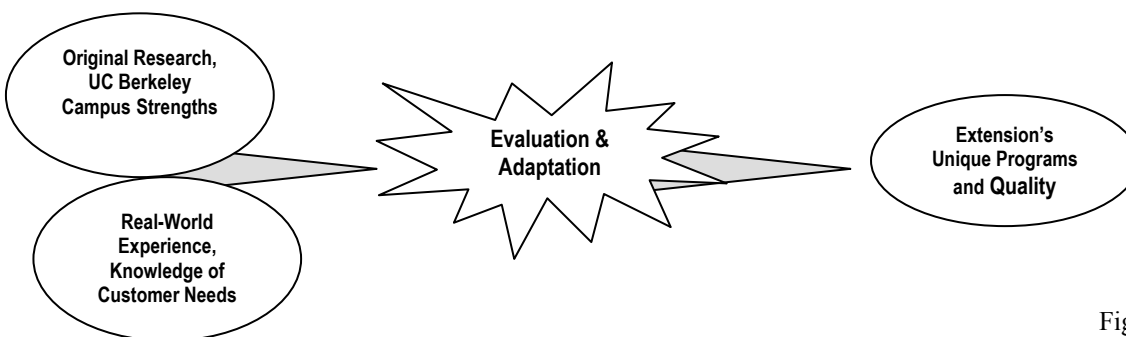


Figure 2

## Principles

The following statements summarize the core assumptions and principles that guide Extension's planning and daily actions.

***Berkeley Quality*** From the rigor and depth of the learning experiences we provide to the caliber of our customer service, all aspects of Extension's programs and services meet high standards of quality. Our programs are "distinctively Berkeley," both in building on the strengths of the campus and in demonstrating our commitment to the innovation and critical thinking that have created the University's reputation for excellence in higher learning.

***One Extension*** All departments work together toward the common goal of a successful Extension. Decisions are based on a process of dialogue and consultation across the organization.

***Collaboration*** Extension uses collaborative operational models and planning strategies. Our programmers engage in joint planning that balances disciplinary specialization with interdisciplinary breadth and coordination, and the perspective of academic and service departments are blended to create the most productive experience for learners.

***Flexibility*** Extension's public service mission requires us to respond quickly to rapidly changing community needs and educational trends. We have the flexibility to shift resources to new areas of priority.

***Engagement*** Our business model requires each of us, whether service professionals or academics, front-line staff or senior management, to be in constant two-way communication with our students and our peers about their core needs and goals.

***Innovation*** We are committed to developing innovative programs and processes that reflect our deep knowledge of our fields and our ongoing evaluation of what does and does not work in both our continuing education programs and our internal operations.

***Accountability*** Extension's success depends on our ability to follow through on our commitments and to learn from our experiences.

***High-Leverage Use of Resources*** As a self-supporting organization, Extension is committed to realizing the maximum value from the use of every organization resource. We will make institutional investments where they are most likely to help us achieve our mission and vision.

***Professional Development*** As an organization dedicated to lifelong learning, Extension is committed to the professional growth of our entire staff.

***Integrity*** We are committed to clear and honest communication, and to following through on the commitments we make.

***Respect*** Each member of Extension's internal community of staff, instructors, and students is treated with courtesy and respect. We place great value on the diversity of beliefs, ideas, and perspectives represented in the organization.

## **Strategic Directions**

### **Introduction**

This core section of the Strategic Plan is both analytical and action-oriented. For each strategic direction, the plan describes:

- Specific desired outcomes as they relate directly to our guiding principles
- Context and relevant issues
- Ongoing initiatives to achieve our desired outcomes
- Action initiatives, and where appropriate, specific action steps

During the strategic planning process, some immediate actions were identified and implemented. These successes are enumerated in the plan.

### **Strategic Directions**

Extension will implement the following strategic directions to achieve its vision. The desired outcomes, which are aligned with our guiding principles, are briefly summarized.

1. Secure Financial Health Through Improved Organizational Effectiveness
2. Strengthen the Campus Connection
3. Ensure Program Quality
4. Encourage Academic Innovation
5. Enhance Market Responsiveness and Competitiveness
6. Leverage Information Technology
7. Provide High-Quality Customer Service
8. Promote Professional Development
9. Create a Culture of One Extension

## Strategic Direction 1

### Secure Financial Health Through Improved Organizational Effectiveness

Extension will create systems and procedures that support its vision of being integrated, flexible, and dynamic, with the primary goal of achieving sustainable financial health over the next five to seven years. The core innovation is to establish an integrated planning and budgeting process, which will be the main mechanism for ensuring organizational coordination. All units will contribute to developing a common planning and budgeting framework that manages risk while supporting innovation. Initiatives in this area will also reduce duplication, develop methods for reassigning staff to areas of need, and increase flexibility in facilities contracts. This strategic direction is intended to achieve the following desired outcomes:

- Align revenues and costs in the near-to-medium term.
- Ensure long-term financial health.
- Create an integrated and flexible planning and budgeting system.

#### Action Initiatives

- FH1: Integrate Planning and Budgeting
- FH2: Enhance Accounting Systems and Financial Reports
- FH3: Develop Flexible Facilities Use Strategies
- FH4: Reduce Parallel Systems and Enhance Efficiencies
- FH5: Implement Flexible Staffing Models for Academic and Administrative Staff
- FH6: Enhance Financial and Service Relationships with Campus
- FH7: Develop and Monitor Performance Indicators

## Strategic Direction 2

### Strengthen the Campus Connection

Extension will actively and continuously seek opportunities for engagement with the campus community. This will include ensuring that Extension's administrative and academic units maintain active relationships with their campus counterparts as standard operating practice. It will also entail developing targeted projects and initiatives, such as investigating an Extension role in the campus's academic strategic initiatives, and developing conferences and institutes in partnership with campus. This strategic direction is intended to achieve the following desired outcomes:

- Expand campus awareness and engagement.
- Increase direct and formal linkages.
- Develop innovative campus collaborations.

#### Action Initiatives

- CC1: Expand Campus Partnerships
- CC2: Enhance the Role of UCB Faculty in Program Development and Design and as Faculty Advisers
- CC3: Explore a Potential Extension Role in Campus Strategic Initiatives
- CC4: Encourage Participation in Campus Activities
- CC5: Develop Conferences and Institutes in Partnership with Campus

### Strategic Direction 3

#### Ensure Program Quality

The foundation of program quality is Extension’s primary relationship with campus. Therefore, Extension will institutionalize the process of curricular review according to the criteria of Berkeley Quality that was developed during the planning process. We will identify program enhancements by assessing external perspectives, including gathering student feedback and the input of leaders from comparable land-grant institutions. Program quality will also be maintained through initiatives related to instructor qualifications, specialist training, evaluation, and learner outcomes. Extension will also review its academic organizational structure to identify and implement changes that will improve our programs. This strategic direction is intended to achieve the following desired outcomes:

- Ensure that Extension’s programs are Berkeley quality and Berkeley appropriate.
- Recruit and retain expert instructors.
- Provide high-level learning experiences.

##### Action Initiatives

- PQ1: Ensure Berkeley Quality and Appropriateness
- PQ2: Ensure Instructor Qualifications
- PQ3: Assess Learner Outcomes
- PQ4: Conduct Organizational Analysis of Learner Feedback
- PQ5: Clarify Academic Content Ownership
- PQ6: Establish a Peer Organization Review Process
- PQ7: Enhance CES Evaluation
- PQ8: Establish a Training Track for All Programmers

### Strategic Direction 4

#### Encourage Academic Innovation

Extension will support high levels of innovation in its program offerings. A key feature of this strategic direction is an “innovation track” in which potential program enhancements will be reviewed throughout the year for supplemental funding. Another initiative establishes a Programmers’ Symposium to promote interdisciplinary collaboration early in the program development process, and affinity groups to refine program ideas in targeted areas. A key initiative will promote the development of Web-enhanced hybrid courses across

Extension’s programs through collaboration between UC Berkeley Extension Online and the other academic departments. Also included is an initiative to investigate opportunities to offer the Master’s of Advanced Study degree. This strategic direction is intended to achieve the following desired outcomes:

- Provide programs on the academic cutting edge.
- Promote interdisciplinary collaboration.
- Expand the use of high-quality Web-enhanced courses.

##### Action Initiatives

- AI1: Develop an Innovation Track
- AI2: Implement a Programmers' Symposium Series and Affinity Groups
- AI3: Develop Web-Enhanced Courses and Programs
- AI4: Investigate Offering Degrees

## Strategic Direction 5

### Enhance Market Responsiveness and Competitiveness

Extension will make several improvements to the marketing function, which is a shared responsibility across academic and service units. The Communication & Marketing Services department (CMS) provides coordination and expertise, while academic units provide detailed market- and subject-specific knowledge, and other service units have useful information on student needs. The key initiative in this strategic direction is an assessment of regional market opportunities, which will involve an intensive partnership between academic units and CMS. A second initiative will establish an External Advisory Group, which will provide insights on regional market opportunities and on trends and innovations in the field of continuing education. A critical element of this part of the plan is to explore the possibility of “real-time” catalog publication on the Web, which would speed Extension’s responsiveness to market opportunities by shortening the time to market for programs. This strategic direction also includes the development of a database-driven catalog, as a foundation for real-time publishing and as a major internal efficiency measure. This strategic direction is intended to achieve the following desired outcomes:

- Support enrollment growth.
- Strengthen the market research function.
- Improve internal partnerships.
- Expand the use of the Web in marketing.
- Improve customer relationship management.
- Develop a database-driven catalog.
- Streamline the course/catalog development process.

#### Action Initiatives

- MK1: Develop a Regional Market Strategy
- MK2: Establish an External Advisory Group
- MK3: Conduct Ongoing Positioning Analysis
- MK4: Develop a Database-Driven Catalog
- MK5: Develop Processes for Customer Relationship Management
- MK6: Streamline Production of Print and Web Advertising and Public Relations
- MK7: Explore Alternate Program Configurations
- MK8: Develop Real-Time Catalog Publication Capacity

## Strategic Direction 6

### Leverage Information Technology

Extension will institute processes to coordinate key technology improvements. The initial focus will be on putting in place a core enterprise information management system over the next two years. Extension will ensure effective implementation of the system through two approaches. First, the enterprise system will be integrated with other subsystems through a phased approach. Second, a new group, the Information Technology Policy Management Group, will oversee the resolution of organizational process and policy issues necessary for successful implementation and will help manage IT policies on an ongoing basis. Chaired by the IT Director, the group will include the Chief Financial Officer, the Associate Dean, the Director of CMS, and the Chair of UC Berkeley Extension Online. This part of the plan also includes initiatives for tracking and phasing all of Extension's IT initiatives, including the proposed strategic IT initiatives identified by participants and Extension staff during the strategic planning process (see table below). This strategic direction is intended to achieve the following desired outcomes:

- Implement a flexible enterprise system.
- Improve IT collaboration and decision making.
- Encourage innovative use of technology.

#### Action Initiatives

- IT1: Continue to Clarify IT Roles and Responsibilities
- IT2: Establish the IT Policy Management Group
- IT3: Implement Extension's Core Information System
- IT4: Develop an Integrated IT Project Schedule
- IT5: Implement Proposed Strategic IT Initiatives

### Proposed Strategic IT Initiatives

- Enhance Departmental Home Pages
- Provide a Database-Driven Solution to Streamline Web and Print Catalog Processes
- Enhance Use of Web for Marketing
- Support Web-Enhanced Courses
- Provide Real-Time Web Enrollments
- Upload Batched Web Enrollments
- Support Customer Relationship Management
- Enhance Intranet to Build Internal Community and to Improve Customer Service through Information Sharing
- Provide Real-Time Center Enrollments
- Develop Course Home Pages Using Common Template
- Automate ELP and Online Data Upload
- Enhance InstructorLink by Adding Forms
- Outsource Online Book Ordering
- Provide a Database-Driven Solution for Tracking Course and Instructor Approvals

## Strategic Direction 7

### Provide High-Quality Customer Service

Extension will strengthen its capacity to assess customer needs and satisfaction and to deliver responsive service. The core element of this strategic direction is the development of an organizational policy framework governing customer service.

This policy will describe the values, skills, and best practices that will be the foundation for customer service at Extension. The model will define specific service standards, and establish methods for measuring the effectiveness of Extension's service and providing feedback to staff to increase customer satisfaction. In support of this organizational commitment, Extension will also identify priority areas for improvement through better training and staffing arrangements. This strategic direction is intended to achieve the following desired outcomes:

- Generate strong repeat business.
- Create satisfying and effective customer experiences.
- Support effective learning experiences.
- Ensure quality of information.

#### Action Initiatives

- CS1: Establish an Institutional Commitment to and Accountability Model for Excellence in Customer Service
- CS2: Develop Customer Service Standards and Evaluation Processes
- CS3: Enhance Training and Staffing Arrangements in Key Customer Service Areas
- CS4: Expand Access to Data in Current System
- CS5: Track and Evaluate Student Feedback on an Extension-wide Basis
- CS6: Enhance the Use of Technology in Customer Service
- CS7: Continue to Improve General Inquiry Response

## Strategic Direction 8

### Promote Professional Development

Extension will provide clear expectations and support for professional development. The key first step will be to develop a policy framework that describes the principles, goals, and areas of emphasis that will define Extension's approach to professional development. The foundation of the policy is the organization's commitment to the growth and development of employees, particularly in areas that will support Extension's vision and organizational needs. Other important elements include encouragement of employee ownership of their development, cost-effectiveness, use of informal training opportunities, and engagement with customers and professional communities. In addition to this overall policy

affirmation and clarification, Extension will identify and implement specific organizational training and development priorities to support the Strategic Plan and create coordinated development programs for both academic and administrative staff. This strategic direction is intended to achieve the following desired outcomes:

- Create a professional development approach that supports our core organizational vision.
- Align individual professional development interests with organizational needs.
- Fully utilize campus professional development opportunities.
- Support engagement with professional communities.
- Promote consistent engagement in professional development.

#### Action Initiatives

- PD1: Develop an Organizationwide Professional Development Policy Framework
- PD2: Identify Organizational Training Priorities
- PD3: Develop Administrative and Academic Professional Development Programs

## Strategic Direction 9

## Create a Culture of One Extension

Extension will take specific steps to promote collaboration across the organization. This key section of the plan identifies a critical organizational need—creating a shared agenda and common systems for the organization—that is also addressed in all other areas of the plan. Each of the other strategic directions includes initiatives and concepts that are intended to promote common systems and understandings. For example, the initiative to integrate planning and budgeting in the first strategic direction is the backbone of all efforts to create “One Extension.” A key element in this strategic direction is creating “one Extension at the top” of the organization by developing the senior management group. Another is creating incentives so that collaboration supports the success of individual units as well as the organization as a whole. Additional initiatives promote the use of technology and the creation of processes, settings, and programs in which Extension staff can work together and come to better know their colleagues in other departments. This strategic direction is intended to achieve the following desired outcomes:

- Build community through shared experiences of success.
- Work together toward achieving success for Extension.
- Recognize and support “diversity within unity.”

### Action Initiatives

- OE1: Develop One Extension at the Top
- OE2: Enhance the Use of Technology to Support One Extension
- OE3: Refine Processes and Organizational Structures
- OE4: Develop Opportunities for Relationship Building
- OE5: Create Incentives for Collaboration
- OE6: Provide Training

## Performance Measurement

Indicators will be developed for each of the nine Strategic Directions. This section contains preliminary lists of indicators. For each indicator, baselines and targets will be established that are consistent with the relevant Strategic Direction. Data will be gathered as part of the action steps outlined in the Strategic Plan—for example, conducting an organization-wide evaluation of student feedback and soliciting reviews from Extension’s peer institutions. Indicators will be reviewed every two years, both to determine Extension’s success in achieving the vision of the Strategic Plan and to update and refine the plan.

Figure 3 (below) contains a chart of preliminary indicators for each Strategic Direction.

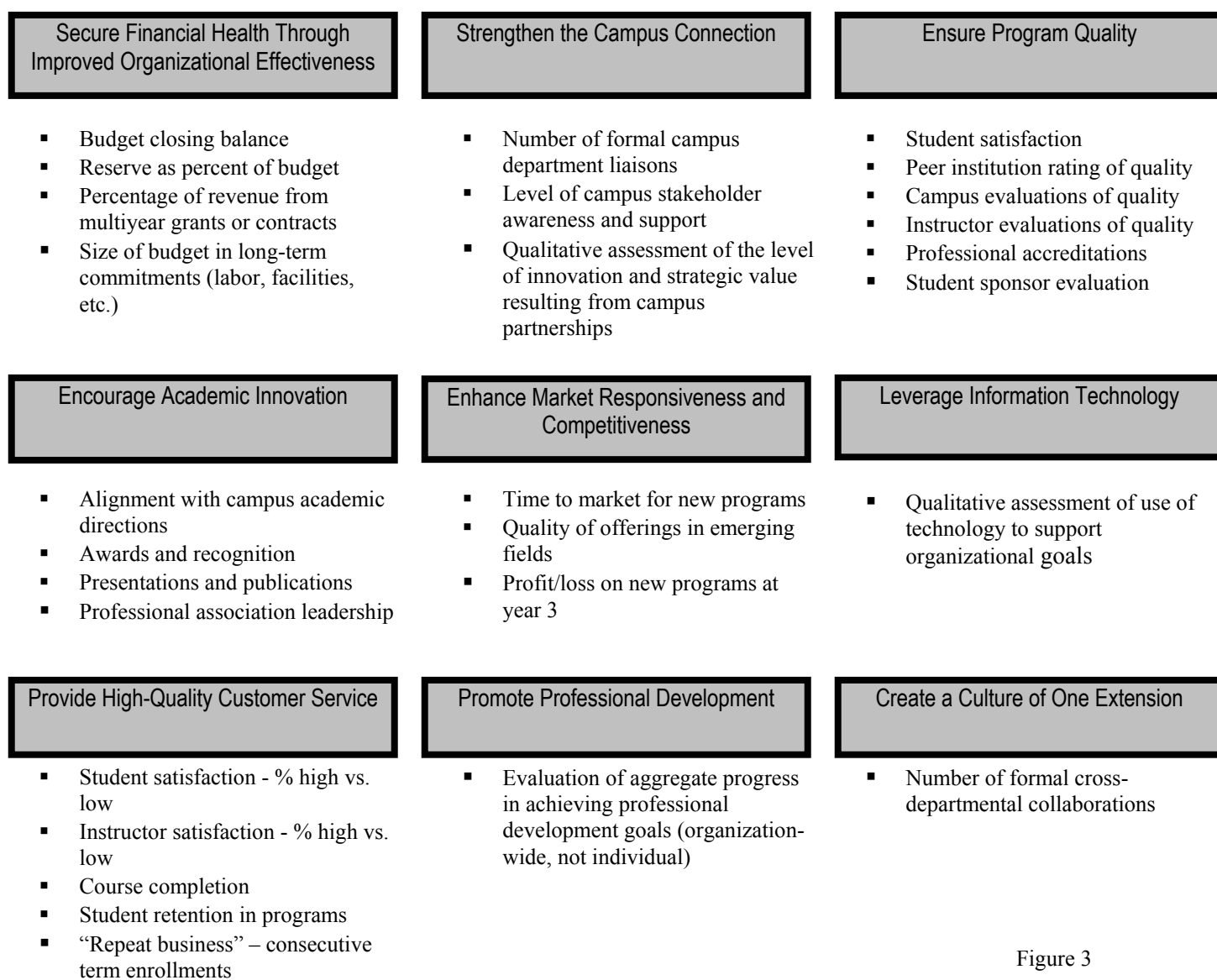


Figure 3

## Plan Implementation

### Projects

As shown in Figure 4 on page 15, the first phase of implementation of the Strategic Plan will focus on action initiatives that will create the foundation for future phases. These initiatives, which will build an organizational infrastructure that supports Extension's vision, are grouped into six "implementation projects":

- Financial Health
- Strategic Program Direction
- Technology Systems
- Customer Service
- Professional Development
- One Extension

### Phase I Implementation Roles

Responsibility for implementing the Phase I action initiatives is assigned to the following roles:

**Sponsor** Ensures progress in implementing the Phase I implementation projects. Responsibilities include managing timelines, coordinating team efforts, and monitoring budgets.

**Leads** In some cases, implementation will be coordinated by implementation "leads." This role is responsible for ensuring progress in implementing a part of one of the larger implementation projects.

### Other Assignments of Responsibility

A **Strategic Plan Coordinating Council**, whose membership consists of the sponsors, will support overall progress in implementing the Strategic Plan. The team will meet at least every other month to ensure progress.

In addition to identifying the Phase I implementation projects, the plan assigns each action initiative to the Dean, the Associate Dean, or the Chief Financial Officer. In consultation with the full SPCC, these individuals will sequence implementation of non-Phase I action initiatives.

### Implementation Timeline

Figure 5 (page 16) breaks down the action items into a timeline.

### Progress Reports

The CFO will be responsible for developing an implementation progress report every six months. The first report will be published in February 2004. For each action initiative, the report will describe the status of implementation, including any obstacles, and list the next steps and any resource requests or support needs. The reports will provide an overall assessment of the effectiveness of the implementation and make recommendations for improvements.

## **Plan Update Process**

### **Review Cycle**

As a living document, the plan will be revised as needed to reflect lessons learned during implementation. Formal updates will take place every three years, with the first formal update scheduled for September 2006. In order to develop the appropriate resources for planning, preparation steps will begin in March 2006.

### **Information Needs**

The following information will be gathered to support the Strategic Plan update process:

- Student evaluations
- Market opportunity analyses
- Peer institution evaluations
- External advisory group input
- Campus stakeholder input
- Campus academic directions
- Internal surveys and staff input

# Implementation Strategy

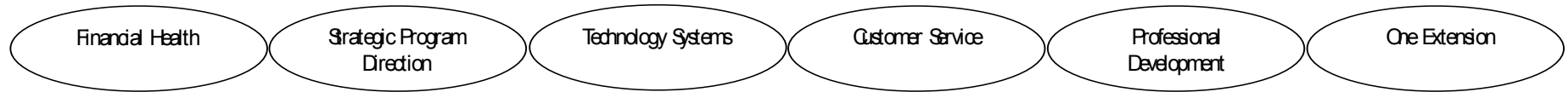
## Guiding Framework

Vision Mission Principles

## Strategic Directions



## Phase I Implementation Projects to Build Strategic Planning Infrastructure



Sponsor: Judah Rosenwald

- FH 1: Integrate Planning and Budgeting
- AI 1: Develop an Innovation Track
- FH 4: Reduce Parallel Systems and Enhance Efficiencies
- FH 7: Develop and Monitor Performance Indicators

Sponsor: George DePuy

- MK 1: Develop a Regional Market Strategy
- FQ1: Ensure Berkeley Quality and Appropriateness
- CC3: Explore Potential Extension Role in Campus Strategic Initiatives
- AI 4: Investigate Degree Offerings
- MK2: Establish an External Advisory Group
- MK3: Conduct Ongoing Positioning Analysis
- AI 2: Implement a Programmers' Symposium Series and Affinity Groups
- FQ4: Conduct Organizational Analysis of Learner Feedback
- FQ5: Clarify Academic Content Ownership

Sponsor: Liz Marsh

- IT 3: Implement Extension's Core Information System
- IT 2: Establish IT Policy Management Group
- AI 3: Develop Web-Enhanced Courses

Sponsor: Janis Williamson

- CS1: Establish an Institutional Commitment to and Accountability Model for Excellence in Customer Service
- CS2: Develop Customer Service Standards and Evaluation Processes
- CS3: Enhance Training and Staffing Arrangements in Key Customer Service Areas

Sponsor: Janet Pagels

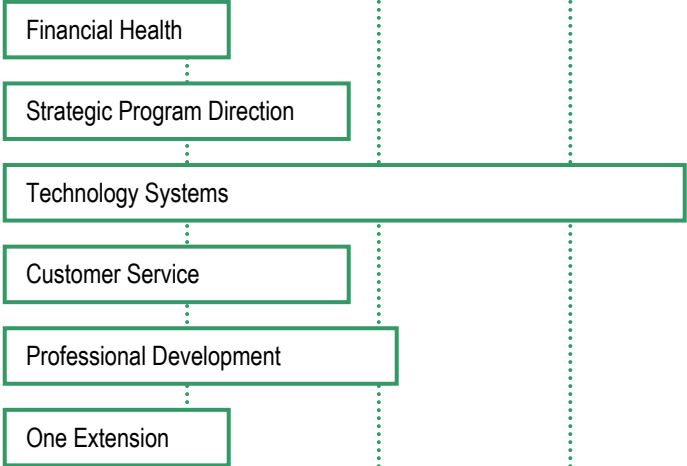
- PD 1: Develop an Organization-wide Professional Development Policy Framework
- PD 2: Identify Organizational Training Priorities

Sponsor: Jim Sherwood

- CE 1: Develop One Extension at the Top
- CE 5: Create Incentives for Collaboration

Figure 4

**Phase 1: Implement Core Organizational Infrastructure**



**Phase 2: Implement Additional Initiatives**



**Phase 3: Plan Revisions and Update**

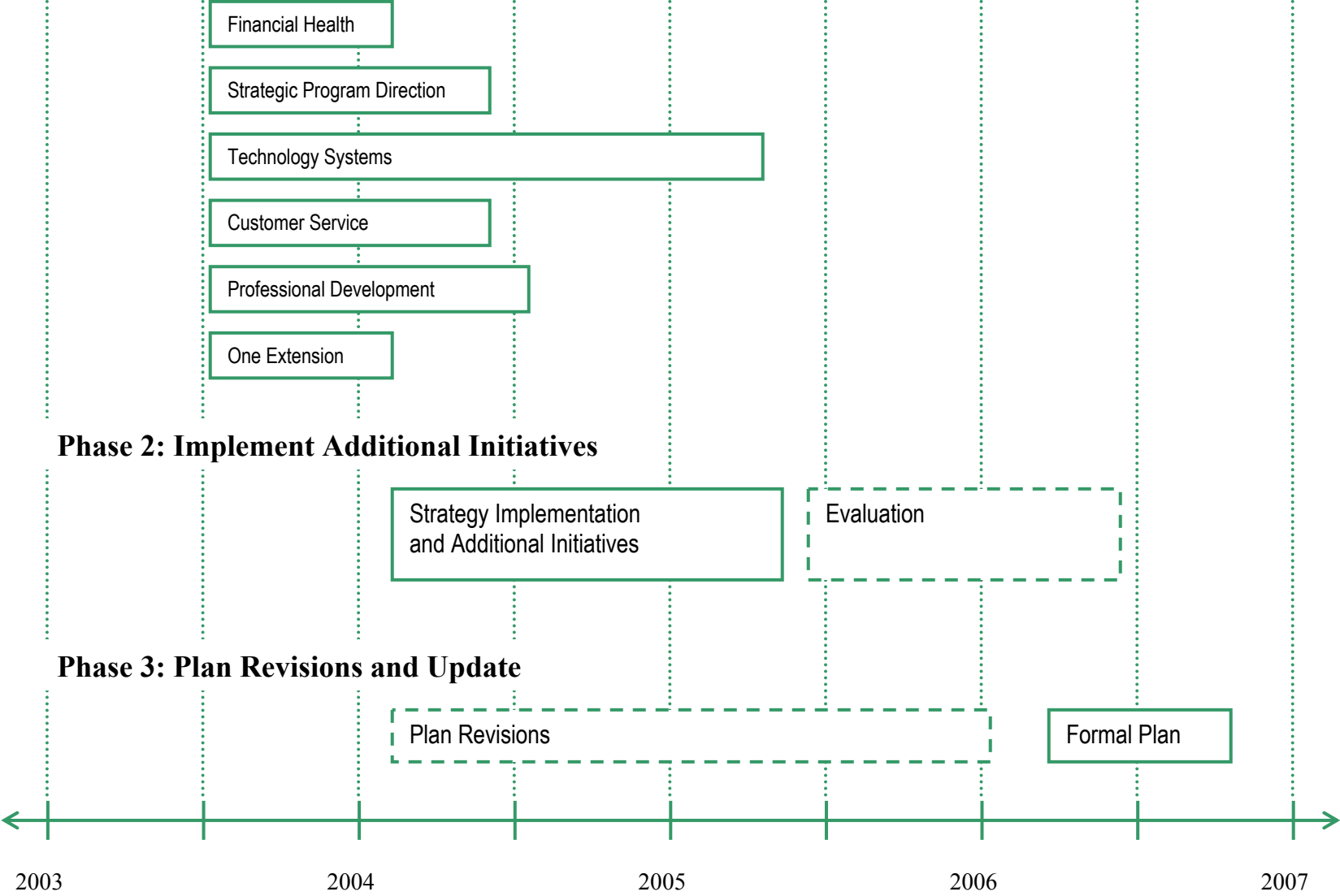


Figure 5