

September 4, 2020

Asad Abidi, Distinguished Chancellor's Professor
Allison Baird-James, Associate Vice Chancellor/Controller
Li Cai, Professor/CRESST Director
Sheila Davis, Assistant Dean of Administration/School of Nursing Human Resources Director
Renee Fortier, Executive Director of UCLA Events & Transportation
Tama Hasson, Assistant Dean for Undergraduate Research
Anna Joyce, Director, Administrative Policies & Strategic Initiatives
Jeff Lewis, Chair and Professor of Political Science
Kathleen McGarry, Professor of Economics/Undergraduate Vice-Chair
Scott Monatlik, Director, Tax Services, Travel Programs
Shilo Munk, Chief of Staff, Strategic Communications
Anja Paardekooper, Senior Associate Dean, Finance/Administration & CFO
Tracey Parr, Associate Dean for Academic Programs and Strategic Planning

Dear Working Group Members:

Thank you for agreeing to serve on the Busting Bureaucracy Working Group. This committee is being sponsored by myself, Vice Chancellor and Chief Financial Officer Gregg Goldman, and Administrative Vice Chancellor Michael Beck. Given the current state of the University and complexities created by the COVID-19 pandemic, this presents an ideal opportunity to review administrative requirements and procedures to reduce administrative burden, increase efficiencies, and allow for greater focus on fulfilling UCLA's mission of Education, Research, and Service.

The goals of the Working Group are as follows:

- Remove unnecessary bureaucratic policies and processes while managing risk;
- Increase efficiency for end-to-end processes;
- Clarify and communicate policy objectives and end-to-end process requirements; and
- Decrease cost of administrative processes in order to shift resources to directly fulfilling our mission.

A complete working group charge is attached. I look forward to receiving your first set of recommendations within 2-3 months of your initial meeting.

Sincerely,



Emily A. Carter
Executive Vice Chancellor and Provost

Attachment

cc: Michael Beck, Administrative Vice Chancellor
Gregg Goldman, Vice Chancellor and Chief Financial Officer

Charge for the Busting Bureaucracy Working Group

The Busting Bureaucracy Working Group (BBWG) is sponsored by the Executive Vice Chancellor/Provost (EVCP), the Vice Chancellor/Chief Financial Officer (VC CFO) and the Administrative Vice Chancellor (AVC). Given the current state of the University and the complexities created by the COVID-19 pandemic, this creates an ideal opportunity to review administrative requirements and procedures to reduce the administrative burden, increase efficiencies, and allow for a greater focus on fulfilling UCLA's mission of Education, Research, and Service. This will be an ongoing working group.

Working Group Mandate

- Review the 2017 Institutional Effectiveness Report and the EVCP bureaucracy survey to identify and prioritize opportunities to reduce bureaucracy and reduce administrative burdens.
- Provide recommendations for minimizing bureaucracy while maintaining appropriate internal controls. The first set of recommendations to the sponsors should be delivered within 2-3 months of the committee's initial meeting.
- Develop plans for implementing recommendations and, upon approval, successfully work with business owners and sub-working groups to complete implementation.
- Measure success in accordance with the committee goals stated below.
- Create a culture of continuous improvement at UCLA to refine and streamline processes and ensure that unnecessary requirements do not build up in the future.

Working Group Goals

1. Remove unnecessary bureaucratic policies and processes while managing risk
2. Increase efficiency for end-to-end processes
3. Clarify and communicate policy objectives and end-to-end process requirements
4. Decrease cost of administrative processes in order to shift resources to directly fulfilling our mission

Working Group Scope

- All administrative efforts are in scope, including functions that cross over to the UCLA Foundation and the Health System.
- Initial focus should be on tackling "low hanging fruit," defined as common pain points for departments such as policies that can be interpreted more broadly or simplified and processes that can be streamlined with less effort than other processes.
- Scope may evolve based on working group input.

Working Group Membership and Terms

- Chair - Associate Vice Chancellor, CFS
- Four Faculty (2 with 2-year terms, 2 with 1-year terms)
 - Two from Professional Schools
 - Two from the College
- Four Administrative Representatives (2 with 2-year terms, 2 with 1-year terms)
 - Three from Professional Schools including 1 from DGSOM
 - One from the College
- Administrative Representative – Administration
- Administrative Representative – CFO
- Administrative Representative – Strategic Communications
- Administrative Representative – University Policy

Working Group Approach

The working group will identify and prioritize the policies and processes to be addressed. They will assign the prioritized items to a number of sub-workgroups containing the primary business owners, client representatives, and other impacted areas. Their charge will consist of developing detailed projects designed to broaden interpretation of or simplify policies and/or streamline and improve the assigned policies and processes. Upon approval by the BBWG sponsors, the sub-workgroups will be held accountable for implementing the changes and achieving the anticipated results.

The BBWG will oversee all its sub-workgroups to ensure adequate progress is being made on assigned items and that they have the resources needed to complete their work. The BBWG will be accountable for reporting and communicating results from all implemented changes to the sponsors and the broader campus community.

The BBWG and its sub-workgroups will have access to facilitators and other experts to assist with process mapping, process design, applying best practices, defining measureable outcomes, running focus groups, rewriting policies and procedures, etc. as necessary.

Working Group Roles and Expectations

- BBWG Chair
 - Set agendas and lead BBWG working sessions bi-weekly.
 - Ensure materials are prepared and sent in advance to BBWG members.
 - Obtain facilitators and other experts as needed.

- Meet monthly with sponsors to provide status and recommendations from BBWG.
- Ensure group and members are fulfilling their responsibilities and meeting the goals.
- Organize and charge sub-workgroups as needed.
- Represent sponsors of BBWG and UCLA as a whole in all BBWG and sub-workgroup interactions.

- **BBWG Members**
 - Prepare for, attend and actively participate in bi-weekly BBWG working sessions.
 - Work on various sub-groups as requested.
 - Represent their particular area but also act as a liaison to/representative of other units with similar structures and needs.
 - Make recommendations that benefit the campus as a whole, UCLA's mission and the people UCLA serves.
 - Work with a sense of urgency to achieve the goals of the Working Group.
 - Be willing to let go of current ideas on how business processes are undertaken.
 - Maintain an open-minded attitude while seeking innovative solutions to long-term issues.
 - Believe in the art of the possible.