



Strategic Plan Implementation Committee – Meeting of the Chairs

Meeting Agenda – April 18, 2012

3:30pm to 5pm Dean’s Conference Room, #300, 200 McAllister

[Call in Number: 1-877-873-8017, access code 3115995]

1. Welcome
 - a. Chair News
 - b. WASC Meeting Follow Up
 - c. Student Town Hall Follow Up
2. Updates from Chairs on Committee Activities and Emerging Initiatives
3. Next Steps
 - a. Prioritizing Initiatives – Proposed Template and Sample Attached
 - i. Criteria to evaluate priority initiatives
 - ii. Process to identify priority initiatives
 - b. 2012-13 Funding Process/Timeline
 - i. Base budget v. special funding requests
 - ii. [2012-13 Budget Development Schedule](#) - Attached
 - c. Establishing Accountability
4. Conclusion
 - a. Next steps
 - b. Next Meeting – May 16, 2012

Attachments

D. Tran – April 17, 2012

Strategic Plan Committee Chair Meeting
Worksheet for Discussion – Next Steps
April 18, 2012

Strategic Initiatives Defined: The collection of projects and programs, finite or not, within or outside the organization's day to day operational activities which are designed to help the UC Hastings achieve its Strategic Plan goals.

Next Step: Identify / Prioritize Initiatives for Implementation

- a. Criteria to evaluate priority initiatives - *suggested*
 - i. Strategic Fit and Benefit
 - ii. Level of Impact / Value
 - iii. Level of Risk
 - iv. Time needed to Implement
 - v. Organizational Capacity
 - vi. Resources Needed to implement
 - vii. Depth of Organizational or Cultural Change required
 - viii. Metrics / Measurements of Effectiveness Identified
 - ix. Best Practices Identified

- b. Process to determine priority of initiatives to be implemented

Strategic Plan Committee Chair Meeting
 Worksheet for Discussion
 April 18, 2012

Proposed Template for Evaluating/Prioritizing Initiatives

Note: Criteria and scoring may change over time based upon the stage of implementation.

Goal #		
Initiative # :		
Proposed Task # :		
Key Indicator Description and Score	Score	Key Indicator Description
Strategic Fit and Benefit <ul style="list-style-type: none"> Definition: Describe how this initiative supports and benefits the Strategic Plan. Score: 1=Low, 5=Medium, 10=High 		
Level of Impact & Value <ul style="list-style-type: none"> Definition: Describe the level or potential level of impact and value this initiative will have to the UC Hastings Community. Score: 1=Low, 5=Significant, 10 = Breakthrough 		
Level of Risk <ul style="list-style-type: none"> Describe the risk or potential risk associated with the implementation of this initiative. Score: 1=High 5=Medium 10 = Low 		
Time To Implement <ul style="list-style-type: none"> Describe the length of time needed to set up and implement this initiative. Score: 1 > 24 months, 5 = 12 – 24 months, 10 = < 12 months 		
Organizational Capacity <ul style="list-style-type: none"> Describe how the College might implement this initiative; whether it would be one time or on-going. Score: 1= Insufficient, external resources difficult to find; 5 = only external resources are available; and 10 = internal resources are available with modest start-up time. 		

<p><u>Resources Needed to Implement</u></p> <ul style="list-style-type: none"> Identify the resources needed to implement the initiative. Score: 1 >\$100,000 5 = \$50,000 to \$99,999 10 = < \$50,000 		
<p><u>Depth of Organizational or Cultural Change Required</u></p> <ul style="list-style-type: none"> Define the anticipated level of organizational and/or cultural change that may be required to implement this goal. Score: 1 = High, 5 = Modest, 10 = Little 		
<p><u>Metrics / Measurements of Effectiveness Identified</u></p> <ul style="list-style-type: none"> Describe the basis for measuring the effectiveness of this initiative. Score: 1 = no, 5 = yes 		
<p><u>Best Practices Identified</u></p> <ul style="list-style-type: none"> Describe if best practices to support this initiative have been identified and cite them if possible. Score: 1= no, 5 = yes 		
Total Score		

UC Hastings – Strategic Plan Implementation Chair Meeting
 Exercise in Identifying Priority Initiatives – April 18, 2012

Sample: Goal #7: Achieve Service Excellence

-----→ Initiative #1: Improve Communication

-----→ Task a: Implement annual employee engagement survey

Goal #7 – Achieve Service Excellence		
Initiative #1: Improve Communication		
Proposed Task #7.1.a: Implement an annual employee engagement survey conducted by a third party to identify how UC Hastings can improve the level of employee engagement. Assign an executive sponsor to manage the survey and work with the agent to provide and communicate results back to management and employees, including benchmarking data against similar organizations. Work with College management to identify performance expectations to improve areas of low engagement and build upon strengths. The survey would allow employees to respond anonymously.		
Key Indicator Description and Score	Score	Key Indicator Description
Strategic Fit and Benefit <ul style="list-style-type: none"> Definition: Describe how this initiative supports and benefits the Strategic Plan. Score: 1=Low, 5=Medium, 10=High 	10	This task fully supports the strategic plan’s Goal #7 of Achieving Service Excellence. By conducting an annual employee engagement survey and diligently working to improve areas of low performing areas, UC Hastings demonstrates that it is committed to being a best in class employer. In turn, by striving to achieve a high level of employee engagement, employees are motivated and committed to carrying out the College’s mission. Gallup research has shown that high levels of employee engagement improve overall organizational results ¹ .
Level of Impact & Value <ul style="list-style-type: none"> Definition: Describe the level or potential level of impact and value this initiative will have to the UC Hastings Community. Score: 1=Low, 5=Significant, 10 = Breakthrough 	8	The level of impact is limited to one cohort of stakeholders—College employees. However, the value of this initiative is expected to be high within the cohort. A third party will bring a higher degree of confidence and transparency to the process. Additionally, a formal, systematic method of gathering employee feedback allows for all employees to provide feedback in an anonymous, constructive environment. Otherwise, management is left to measure employee morale based upon the informal grapevine, bargaining units (which are legitimate but not representative of all employees) and the underground rumor mill.

¹ Gallup - <http://www.gallup.com/consulting/52/employee-engagement.aspx>

<p><u>Level of Risk</u></p> <ul style="list-style-type: none"> Describe the risk or potential risk associated with the implementation of this initiative. Score: 1=High 5=Medium 10 = Low 	5	A significant risk associated with this initiative is that management may be viewed as unresponsive or insensitive to the feedback if weaknesses are not addressed to employees' satisfaction.
<p><u>Time To Implement</u></p> <ul style="list-style-type: none"> Describe the length of time needed to set up and implement this initiative. Score: 1 > 24 months, 5 = 12 – 24 months, 10 = < 12 months 	10	The survey can be created and implemented in less than six months.
<p><u>Organizational Capacity</u></p> <ul style="list-style-type: none"> Describe how the College might implement this initiative; whether it would be one time or on-going. Score: 1= Insufficient, external resources difficult to find; 5 = only external resources are available; and 10 = internal resources are available with modest start-up time. 	7	The survey would be conducted annually by a third party. There are several providers available. The agent would assist management to prepare the survey, issue the survey, provide the results and feedback including statistical analysis and benchmarking to similar organizations. UC Hastings should designate a department to oversee and manage the service provider's contract and coordinate the dissemination of results to employees.
<p><u>Resources Needed to Implement</u></p> <ul style="list-style-type: none"> Identify the resources needed to implement the initiative. Score: 1 >\$100,000 5 = \$50,000 to \$99,999 10 = < \$50,000 	10	The annual cost of the survey is expected to be \$xxxx. Staff resources would also be needed to manage the service provider's contract. It is estimated this would require xxx hours per year.
<p><u>Depth of Organizational or Cultural Change Required</u></p> <ul style="list-style-type: none"> Define the anticipated level of organizational and/or cultural change that may be required to implement this goal. Score: 1 = High, 5 = Modest, 10 = Little 	3	The level of organization/cultural change required to implement and commit to this task is expected to be somewhat high at UC Hastings. Employee feedback has never been asked in such a formal way and in a way that can be consistently measured over time. To give the survey additional credibility, management performance expectations should be tied to improving agreed upon areas of weakness.
<p><u>Metrics / Measurements of Effectiveness Identified</u></p> <ul style="list-style-type: none"> Describe the basis for measuring the effectiveness of this initiative. Score: 1 = no, 5 = yes 	5	Inherent in an engagement survey is the ability for organizations to choose those areas to measure.

<p>Best Practices Identified</p> <ul style="list-style-type: none"> Describe if best practices to support this initiative have been identified and cite them if possible. Score: 1= no, 5 = yes 	5	Employee engagement surveys are common in both the private and public settings. UCSF conducts one annually. They are listed as a best practice in the Baldrige Performance Excellence Award in the Education Sector .
Total Score	63	

2012-13 Budget Schedule - Internal Allocation Process



(Note: Auxiliary Enterprises – Student Health, Business Center, McAllister Tower, Garage, Bookstore – have earlier due dates and meetings dates. See [separate schedule](#).)