

Strategic Plan Implementation  
**Meeting Minutes**

<b>Subject</b>	<b>SPI Committee Chair Meeting</b>	<b>Date</b>	<b>February 22, 2012</b>
<b>Facilitator</b>	Shauna Marshall and Debbie Tran	<b>Time</b>	3:30-5:30pm
<b>Location</b>	Dean's Conference Room	<b>Scribe</b>	Debbie Tran
<b>Attendees</b>	Beth Hillman, Evan Lee (via telephone), Greg Canada, Heather Field, Michael Trevino, Leo Martinez, Rupa Bhandari, David Seward, Shauna Marshall, Noemi Gallardo (ASUCH President), Debbie Tran, Phillip Parsons (via telephone, Sasaki and Associates)		

Key Points Discussed		
No.	Topic	Highlights
1.	<b>Welcome and Introductions</b>	
2.	<b>Chair Reports on Committee Meetings</b>	<p><u>Beth Hillman - Creating Outstanding Professionals to Solve 21st Century Problems (Goal #1)</u></p> <ul style="list-style-type: none"> <li>• The Committee had two meetings and recognizes that goal #1 really defines the academic program and is an enormous task. It has therefore begun work on discrete implementation strategies.</li> <li>• Working alongside the Curriculum Committee, the Committee is reviewing course proposals to ensure they meet the standards set out by goal #1.</li> <li>• The Committee is exploring changes to the LW&amp;R program to incorporate additional lawyering skills and will recommend those changes to the Curriculum Committee.</li> </ul> <p><u>Evan Lee – Produce Engaged Scholarship (Goal #2)</u></p> <ul style="list-style-type: none"> <li>• The primary objective of the Committee will be to identify how the faculty's current research and scholarship can achieve greater visibility and impact.</li> <li>• The Committee will also work to establish systems for faculty to easily distribute their work in various mediums and deliver the scholarship to the relevant audience(s).</li> </ul> <p><u>Greg Canada – Enhance Reputation (Goal #3)</u></p> <ul style="list-style-type: none"> <li>• The Committee will continue to implement the recommendations of the US News Taskforce.</li> <li>• The Committee will break into two workgroups to focus on prospective students and employers to support our graduates.</li> <li>• Discussion about the possibilities of collaborating with other law schools to advocate for change in the methodology used by US News and World Report.</li> </ul> <p><u>Heather Field – Build a Vibrant and Engaged Community (Goal #4)</u></p> <ul style="list-style-type: none"> <li>• Alumnae Chris Holland has joined this Committee.</li> <li>• The inaugural meeting was one of brainstorming and was successful in identifying many objectives and in determining how they could be achieved. The results are outlined in Attachment #1, which is being provided as an example for use to the other Chairs.</li> <li>• Next steps will be to prioritize the objectives by choosing the top ideas which provide the most value.</li> </ul> <p><u>Michael Trevino, Communicate Identity and Value (Goal #5)</u></p> <ul style="list-style-type: none"> <li>• Inaugural meeting was focused on the historical context of communications and PR (i.e., the use of STMATS).</li> <li>• Broad range of other topics discussed by the Committee included: how to fund a marketing and public relations campaign; the need for a consistent look and feel; the need to enhance curbside appeal and reputation in the neighborhood. A discussion about mascots and slogans offered a mix of reactions.</li> <li>• Next meeting will include a more focused discussion on the objectives the Committee would like to achieve.</li> </ul>

## Key Points Discussed

No.	Topic	Highlights
		<p><u>Leo Martinez, Optimize the Campus to Serve Strategic Goals (Goal #6)</u></p> <ul style="list-style-type: none"><li>• There has been scheduling challenges with the Committee.</li><li>• Recognized there is much overlap between this Committee and the Long-Range Campus Master Plan Committee.</li></ul> <p><u>Rupa Bhandari, Achieve Service Excellence (Goal #7)</u></p> <ul style="list-style-type: none"><li>• High level of student participation on this Committee.</li><li>• Brainstorming on how to best achieve this goal was the focus of the inaugural meeting.</li><li>• Committee will break into four workgroups: 1) council of service excellence; 2) streamlining processes for events; 3) student advising and 4) breaking down administrative barriers.</li></ul> <p><u>David Seward – Maintain Financial Health (Goal #8)</u></p> <ul style="list-style-type: none"><li>• Inaugural meeting included a discussion about the need for an education and awareness effort of the community on the College’s financial structure along with the importance of sharing the implications of the class size reduction.</li><li>• The Committee also recognized that generating new revenue streams is key and will brainstorm on that topic at its next meeting.</li><li>• There was a general discussion about the need to develop metrics (i.e., a dashboard) to assess the efficacy of our efforts. We need to produce what the market will accommodate and we need to become more disciplined about measuring certain items.</li></ul> <p><b><u>General Discussion</u></b></p> <ul style="list-style-type: none"><li>• Some faculty need to be trained to talk to the press. Such interviews can be challenging given that the press is looking for the sound bite which is often incompatible with the nuanced legal analysis.</li><li>• A concern was expressed that Hastings was being insensitive to the prospective graduates during the 3L campaign.</li><li>• A general discussion ensued about the challenge for Chairs to strike the balance between aspirational, to allow for enthusiasm and creativity, and the reality of the economic landscape.</li><li>• Chairs should feel empowered to address the obvious issues/concern immediately if the resources needed are minimal.</li><li>• Not all members are attending the meetings. Generally, about two-thirds of the members attend.</li><li>• Chairs are mindful of the concerns related to the availability of financial resources and asking employees to do more.</li><li>• Management needs to be mindful that “meritorious” performance may need to be redefined—for both faculty and staff.</li><li>• Discussions about the staff layoffs have been had in many meetings.</li><li>• Chairs might use Hanover Research as a resource for gathering data. The library can be viewed at: <a href="http://www.hanoverresearch.com/library">www.hanoverresearch.com/library</a></li><li>• Discussion that needs to happen is how the identified objectives are going to be implemented. Who is responsible for the actual implementation?</li></ul>

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3.	Discussion with Phillip Parsons (via telephone)	<ul style="list-style-type: none"> <li>• Implementation is moving in the right direction.</li> <li>• Important to discuss less and act more in order to sustain momentum—time to start prioritizing objectives.</li> <li>• To identify overlap and help determine priorities, a grid was suggested to measure ease of implementation and level of impact. Attachment 2 is a suggested grid to help assess priorities.</li> <li>• UC Hastings must accept risks to encourage innovation.</li> <li>• Accountability is an important component to ensuring implementation.</li> </ul>
4.	Student Comments from SP Survey of April 2011	<ul style="list-style-type: none"> <li>• A summary of the students' open ended comments from the April 2011 SP survey was distributed to the Chairs to serve as a reminder of the importance of developing objectives to service the students.</li> </ul>
5.	Closing	<ul style="list-style-type: none"> <li>• Suggest that Chairs use the grid (Attachment 2) at their next meetings and report back their top three objectives for implementation.</li> <li>• Next meeting is March 21, 2012 at 3:30pm in the Dean's Conference Room (Note: this meeting was cancelled as the Chairs were invited to instead attend the Student Town Hall regarding the staff layoffs).</li> <li>• The next meeting of the Chairs will be with the WASC Site Team on Thursday, April 13, 2012 at 2:45pm in the Academic Dean's Conference room.</li> <li>• The next meeting of the Chairs to discuss the progress of the implementation will be on April 18, 2012 at 3:30pm.</li> </ul>

Attachments:

#1: Build a Vibrant Community and Engaged Community – Brainstorming Results

#2: Prioritization Grid

**STRATEGIC PLANNING SUBCOMMITTEE FOR GOAL #4  
BUILDING A VIBRANT AND ENGAGED COMMUNITY  
Brainstorming -- as of 2/1/12**

	Detailed/Specific Objective	Source	How is Success Measured?	Core Constituencies					Level of Impact?	Best Practices	Additional Considerations
				Stud.	Staff	Fac.	Alum.	Add'l			
1	Ask the entire UC Hastings community to submit ideas too.	RA		x	x	x	x				
2	Greet 1Ls with welcome pack-books for section, possibly Hastings memorabilia, such as a tshirt	SZ		x					Generates goodwill from the outset		
3	Provide a detailed information packet about what to expect for your first day of law school, including, for example, ideas on note-taking programs, etc.	MM		x							
4	Provide easier to find first day of class assignments. Teachers do not post promptly or sometimes utilize the TWEN platform instead of the school's first day of class assignment webpage.	MM		x							
5	Have orientation for each class year with a separate handbook and class timeline.	SZ		x							
6	Have the library put on course reserve for each class one copy of every book used in that class. This can be done as a matter of course -- bookstore always orders one extra, delivers it directly to the library.	HMF	Library either has books or doesn't.	x							
7	Have students meet individually with their faculty adviser (possibly each semester).	SZ/MM		x							
8	Provide student mentors.	MM		x							
9	For faculty advising, arrange for the 1L, 2L and 3L advisee groups of each faculty member to meet/mingle (e.g., bring together my '12, '13, and '14 advisee groups)	HMF	Attendance from each year's group.	x							
10	Assign each faculty advising group a few alumni advisers, and facilitate interaction b/w the advisees and the alum advisers	HMF	# of interactions b/w students and alum advisees. Survey students.	x		x	x				

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	Detailed/Specific Objective	Source	How is Success Measured?	Core Constituencies					Level of Impact?	Best Practices	Additional Considerations
				Stud.	Staff	Fac.	Alum.	Add'l			
11	Send each student birthday wishes on their birthday. (SZ) Include staff and faculty on the birthday wish suggestion. In addition to sending a card, we could include a "this week's birthdays" in the Weekly. (SH)	SZ/SH		x	x	x					
12	Create a hospitality committee (either school-wide, or by constituency segment) to reach out to members of our community with support in difficult situations (death, severe illness) or to congratulate on happy occasions (marriage, birth, new home)	HMF	# and type (card, flowers, food) of outreaches. % of people with difficult/happy events receiving outreach??	x?	x	x					
13	Have Hastings presence at the Bar and at Bar Prep courses (i.e., coffee and cookies)	SZ		x			x				
14	Explore the ability to provide group "cram" sessions for the bar. They could be held at Hastings and led by a faculty member and/or staff person. Could be anything substantive instruction to just time for the students to study together with faculty/staff there providing a break with food and general support.	SH		x			x				
15	Repaint the student study rooms in the library. That yellow green color creates poor light for studying.	SH		x							
16	Include once-per-week seminar sections to accompany some or all classes. Approximately groups of 12. Perhaps taught by an upperclassman that did well in the class. Could be optional or mandatory.	MM		x							
17	A better place/more space to "hang-out" on campus.	MM		x							

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				Stud.	Staff	Fac.	Alum.	Add'l			
18	Host open-invite brown bag lunches with faculty. Select one table in the law café, have one faculty member eat lunch at the table, any student/staff/etc who wants to join can join for a chat over lunch; possibly have faculty member select a particular topic for the brown bag lunch discussion, and publicize it in the Hastings Weekly). Faculty need only do one per year.	HMF	How many faculty participate? Do the faculty have any lunch companions?	x	x	x					
19	Create a Hastings housing board for students, staff, faculty, and alumni. Could include everything from "faculty member needs a house sitter" to "incoming 1L needs apartment." The rental market is the worst it has ever been, so if students or others could learn about housing before the opportunities hit craigslist, this would be a huge benefit. Alumni or faculty might be willing to give them a heads up.	SH		x	x	x	x				
20	Create a UC Hastings centralized referral repository (so next time someone is looking for a XXX, they don't have to email everyone to ask). <a href="#">Create a Hastings311 phone number on campus or a webpage to support this idea (D.Tran)</a>	HMF	# of referrals. "Click here" if this was helpful feature; # of clicks?	x	x	x	x				
21	Encourage community businesses to provide better "give backs"/discounts to the Hastings community.	SZ		x	x	x			UCSF example		
22	In addition to discounts, ask community businesses to have bulletin boards with Hastings and other community events. Also explore the option of having the host regular Hastings gatherings, such as "coffee happy hour" (at the new Philz).	SH		x	x	x		local bus.			
23	Promote "virtual one stop shop" of student services offices where staff gather and share information so that students don't need to shop around dept's for answers.	SZ		x	x						

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				Stud.	Staff	Fac.	Alum.	Add'l			
24	Have Career Services provide semiannual, in-person updates to faculty and staff on trends in hiring, job market etc.	SH		x	x	x					
25	Improve customer service workshop. People that work directly with students need to show more compassion. Workshop could also encourage people to be more polite towards co-workers, both in and out of their departments.	GD	Complaints from staff & students drop	x	x	x			Pleasant environment for students, staff, and faculty.		
26	Host a more formalized new employee orientation to introduce the new folks to the different parts of the school and to help them know who they might ask if they need something.	HMF	Hold the orientations. At 1 mo, 6 mo, 1 yr of employment, ask each employee what else they wish they had known up front.		x	x					
27	Encourage all UC Hastings employees to call each other by first name rather than by formal title ("Professor")	HMF	Hallway observations		x	x					
28	Hold a "catch you smiling" week -- give out tokens. The one with the most tokens wins a prize.	RA		x	x	x					
29	Have a "Better Know [a department/journal, student club, etc.]" feature either in the Hastings newspaper, the HR newsletter, possibly posted in the 200 building lobby, or in the relevant break rooms (on a rotating basis). Info would include names, pictures, brief description of what the people do, little interesting tidbit. Could do this a variety of ways, but one way to do this is like we did the public safety officer collectors cards a few years ago (I wanted to collect the whole set!)	HMF		x	x	x					

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				Stud.	Staff	Fac.	Alum.	Add'l			
30	Create "Thank You" sign boards, either by constituency or school-wide, and invite anyone/everyone to sign & write a little note. E.g. "Thank you Dean Shauna Marshall" and put the poster board in the 200 building lobby with a few pens, and then anyone can sign and say a little something nice. Could stay up for 2 weeks at a time, with one new one each week. Once the 2 weeks are up, the board with all of the nice notes is given to the individual.	HMF	Number and quality of comments on the thank you sign boards.	x	x	x					
31	At the faculty/staff holiday party, have people draw a random table number from a hat, and encourage them to sit at that table and get to know whoever is also sitting there.	HMF	Observe whether seating is mixed cross-constituency or not.		x	x					
32	Expand student picture book to include one interesting personal tidbit. Make sure student picture books are circulated. I can't remember seeing one in the last couple of years. (Is this because the pictures are all online now?) Maybe make at least one hard copy and put it in the faculty lounge so we can browse.	HMF		x		x					
33	Build community around photo content with Instagram.	AS		x	x	x	x		<a href="http://meetcontent.com/blog/2012/01/build-community-around-photo-content-with-instagram/">http://meetcontent.com/blog/2012/01/build-community-around-photo-content-with-instagram/</a>		
34	For staff, explore health-promoting and stress-reducing programs such as assistance with gym memberships or meditation/yoga sessions just for faculty and staff. Replace cookies and soda at meetings w/ healthier options (nuts, fruit, dark chocolate).	SH			x	x					

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				Stud.	Staff	Fac.	Alum.	Add'l			
35	Join the other UC campuses in having a work/life coordinator who would design programs to make it easier for students, staff and faculty to balance work with other parts of their lives.	LGM	"Success" would be having a coordinator who is given support to develop programs	x	x	x			Depends on whether or not the position is given support. Could be a huge impact.	There is a consortium of work/life coordinators at UC campuses - They meet at least yearly to share best practices. <a href="http://www.ucop.edu/worklife/contacts/contact.html">http://www.ucop.edu/worklife/contacts/contact.html</a> . Most campuses highlight their programs on their websites.	LGM has spoken to this group and knows some of the coordinators on different campuses -- We wouldn't have to reinvent the wheel.
36	Conduct a work/life needs assessment to see what programs would most benefit the Hastings community.	LGM	By participation in the survey and results it produces.	x	x	x			Depends on support given to it.	UC Irvine, Davis, Berkeley and other campuses have terrific programs and I expect would be willing to share their needs	

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37	Have a lactation room that offers privacy and a refrigerator in each building. There's supposedly one in the GC's office but people don't know about it. (LGM)	LGM	Have room/don't have room.	x	x	x		outside visitors to campus	For any nursing mother this could be huge.	UC Davis, Berkeley, Riverside, Office of the President.	We've been embarrassed when we've had work/life conferences at Hastings and couldn't provide a lactation room in the 200 building.
38	Look into alternatives to lay-offs: California State Worksharing Unemployment Program, Voluntary Reduced Worktime, etc.	LGM	Number of FTEs saved without laying people off.		x				Hard to know until number of expected layoffs is known.	Lots of info available through the CA EDD. UC Berkeley has a TIRP program - Time Reduction Incentive Plan.	
39	If we move forward with the "student work groups" mentioned in the strategic plan, consider having them engage in community service projects (broadly defined) rather than just scholarly ones.	SH		x				local commun.			
40	Community-wide participation in Food From the Bar Drive in the Spring.	RD		x	x	x	x?	depends on partic.			
41	Create UC Hastings sponsored team to participate in a charity walk/run - pledge drive competition.	RA		x	x	x		local commun.			
42	Hold a cultural day.	RA		x	x	x	x	local commun.			
43	Hold some sort of Hastings/Tenderloin community program on the Hastings campus, i.e., reading tutoring, basketball teams, etc.	MM		x				local commun.			

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44	Have a crab feed and make the faculty be the servers. More raised for charity or for a much needed school item.	RA		x	x	x					
45	Host regular ongoing events -- casino run, baseball game, hockey game, volunteer opportunities for everyone (i.e., Food Bank).	RA		x	x	x					
46	Hold UC Hastings "Olympics" -- A week of friendly competition during the dead hour/lunch hour - relay races; Jeopardy Bowl; karaoke competition; etc. ... party on Friday. <b>Hold a faculty / staff / student dodge ball game out on the YMCA space (D. Tran 3/2/12).</b>	RA		x	x	x					
47	Hold more social events together during the work day.	RA			x	x					
48	Dunking tank.	RA		x	x	x				Who is getting dunked?	
49	Hastings night at the movies -- once monthly -- open to students, faculty and staff	GD	attendance	x	x	x		Better relationships between students, faculty, staff			
50	Develop campus-wide event planning handbook/checklist and improve remote accessibility (e.g., livestream and archiving).	SH		x	x	x	x				
51	Create of an all-inclusive events calendar to increase overall awareness and participation in activities. (RD) Have this master calendar accessible both online and in hard copy (e.g., upcoming week's calendar posted in the 200 building lobby). (HMF)	RD/HMF		x	x	x	x				
52	Encouragement of co-sponsored/branded events involving alumni, faculty and students	RD		x		x	x				

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53	When creating CLE events, target them not only by practice area, but also by practice context (in-house, solo, etc). Staff events with students with aligned interests.	HMF				x	x	larger legal commun.			
54	Invite alums to participate in pro bono opportunities together with the students (like Volunteer Income Tax Assistance program)	HMF	# of alums participating in UCH pro bono activities, & # of hrs spent by alums.	x			x	local commun.			
55	Create regular newsletters for each concentration's alums/students.	HMF	Have feedback feature in the newsletters -- ask recipients for reaction to question/survey, ask for small contribution to content. Assess level of participation by recipients.	x			x		I think the Social Justice Lawyering concentration does something like this.		
56	Create "student liaisons" for each major bay area legal organization that we would like to engage in our community (students get official titles, organization feels important b/c we care enough to have a special position for connecting to the org, student can help transmit info from school to org (if org might be interested) or from org to school (e.g., in case students might be interested in attending an org event)	HMF	# of org activities publicized at UCH/attended by UCH people. # of org members attending UCH events. At the end of each year, ask org how student liaison program could serve them better.	x				larger legal commun.			

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57	Have a "bring the board" to school day. Pair each board member with a student, and have the board member go with the student to all classes, activities, etc. Entice student participation with free lunch. Possibly expand to include more alums.	HMF	Number of alum/student participants.	x			x				
58	Host panels where different kinds of attorneys come in and speak in an informal setting about their experiences and about how they got their jobs. Gives students exposure and helps make connections. <i>The "Legally Speaking" series is one example of this already happening. (D. Tran 3/2/12)</i>	MM		x							
59	More faculty & staff participation in alumni events.	RD			x	x	x				
60	To encourage attendance at events, hold a "community engagement raffle" each semester/year. Offer "raffle tickets" to each person you're trying to entice (e.g., to faculty who attend admitted students day) for every event attended (if it is a particularly unpopular event, you can offer bonus tickets). The more events you attend, the more raffle tickets you have entered in the raffle, the more likely you are to win a prize. Could do this by constituency or cross-constituency.	HMF	Number of participants from enticed group. Ease with which attendees are gathered, as assessed by event organizers who can compare to events pre-raffle tickets.	x	x	x	x				
61	Hold cross-constituency potluck dinners.	HMF	Attendance	x	x	x	x		UCLA does "Dinner for 12 Strangers"		
62	Assign each adjunct and visiting faculty a faculty buddy who can help answer questions, talk about teaching, etc.	HMF	Semester end survey from adjuncts.			x					

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63	Replace "faculty achievements" with "faculty updates," expanded to include not just scholarly achievements, but also teaching/service/personal successes/updates. Invite submissions by faculty members about others, not just about themselves.	HMF	Number of submissions. Number of faculty who are represented.			x					
64	Bring back "Lunch with the Dean" for faculty, or at least a regularized "eat your lunch in the faculty lounge" day.	HMF	Number of faculty who eat lunch in the faculty lounge on the designated			x					
65	Provide search capabilities in email.	MM		x						Note from MM -- I know that this is a different subcommittee, but I thought I would throw it in because it was frustrating for me (and still is) in my first week of school.	

UC Hastings College of the Law

Strategic Plan Implementation – Priority Assessment Grid

Metrics: Impact and Ease of Implementation

<p style="text-align: center;"><u><b>QUADRANT I</b></u></p> <p>Objectives in this quadrant have a <u><b>HIGH</b></u> impact and are <u><b>EASY</b></u> to implement</p>	<p style="text-align: center;"><u><b>QUADRANT II</b></u></p> <p>Objectives in this quadrant have a <u><b>HIGH</b></u> impact and are <u><b>DIFFICULT</b></u> to Implement</p>
<p style="text-align: center;"><u><b>QUADRANT III</b></u></p> <p>Objectives in this quadrant have a <u><b>LOW</b></u> impact and are <u><b>EASY</b></u> to Implement</p>	<p style="text-align: center;"><u><b>QUADRANT IV</b></u></p> <p>Objectives in this quadrant have a <u><b>LOW</b></u> impact and are <u><b>DIFFICULT</b></u> to implement</p>

**Level of Impact:**

How many will be affected by the implementation of the objective?

High = Many; Low = Few

**Ease of Implementation:**

Level of resources needed to implement the objective?

High = Difficult; Low = Easy