

# UC Hastings College of the Law

STRATEGIC PLAN

Trustee Retreat September 10, 2011

Presenters: Shauna Marshall, Deborah Tran and  
Philip Parsons, Sasaki Consultant

# Agenda

- Review strategic plan priorities and strategies
- Review financial projections
- Review proposed implementation strategy

# Strategic Goals

- Create outstanding professionals ready to solve 21<sup>st</sup> century problems
- Produce engaged scholarship
- Enhance reputation and strengthen market position
- Build a vibrant and connected community
- Communicate identity and value
- Optimize the campus to serve strategic goals
- Achieve service excellence
- Maintain financial health

# Create Outstanding Professionals Ready to Solve 21<sup>st</sup> Century Problems

- Pedagogy
- Curriculum
- Faculty Workload
- Learning environment – library and classrooms
- Reduce JD enrollment
- Create faculty working groups
- Diversify degree/certificate-granting programs (MSL, LLM, para-legal, summer, distance learning etc.)
- Implement learning outcomes

# Produce Engaged Scholarship

- Visibility of interdisciplinary research
- Increased public engagement
- Productivity

## Enhance Reputation and Strengthen Market Position

- Focus on rankings
- Reduce class size
- Improve selectivity
- Improve placement
- Reassess financial aid strategies
- Focus on public relations
- Improve web image
- Improve street image

# Build a Vibrant and Connected Community

- Always put students first
- Develop student loyalty from day one
- Reassess grading curve
- Develop a campus center/hub
- Consider campus improvements to support student life
- Reorganize student services to provide one-stop-shop
- Get faculty more engaged in advising and placement
- Get bargaining unit engaged in achieving success
- Achieve higher rates of alumni support and engagement

# Communicate Identity and Value

- Clarity of vision
- Effective communication
- Prioritized spending



# Optimize the Campus to Serve Strategic Goals

- Improved services – one-stop-shop
- Rethink library space
- Improve student life amenities
- Control adjacent property uses
- Improve learning environment – classrooms
- Improve classroom utilization
- Improve housing
- Improve street presence
- Prioritize capital investments

# Achieve Service Excellence

- Improve technology – in teaching and administration
- Engage union in supporting institutional goals
- Ensure appropriate staffing levels
- Implement a total quality management program, or equivalent
- Develop process to independently assess student and employee satisfaction
- Understand competitive set service levels / best practices in service delivery

# Maintain Financial Health

- Establish inclusive and transparent budgeting process
- Modernize budget and position control process
- Prioritize investment to meet student needs and improve rankings
- Assess staffing requirements in the context of reduce JD class
- Significantly invest immediately in technology to streamline workflow
- Develop financial aid strategy
- Prioritize fundraising
- Make tough decisions

# Financial Projections

STATE	2011-12	2015-16	2019-20
	<u>2011-12</u>	<u>2015-16</u>	<u>2019-20</u>
State Appropriations (General Fund & Lottery)	\$ 7,108,000	\$ 2,911,437	\$ 1,192,525
JD Tuition and Related Fees	\$ 47,301,303	\$ 46,150,241	\$ 53,205,965
Total Non-JD Tuition and Related Fees	\$ 1,545,000	\$ 9,103,275	\$ 11,065,054
Other Income	\$ 636,901	\$ 774,157	\$ 940,992
<i>JD Incremental Revenue @ UC Average 2011-12</i>	\$ -	\$ 2,222,626	\$ 2,565,411
<b>TOTAL ADJUSTED REVENUES</b>	<b>\$ 56,591,204</b>	<b>\$ 61,161,736</b>	<b>\$ 68,969,946</b>

# Financial Projections

<b>EXPENSES</b>			
Career Faculty and Staff Salaries	\$ 21,696,312	\$ 21,163,483	\$ 22,022,806
Compensation & Benefit Adjustment Pool	\$ 696,000	\$ 211,635	\$ 220,228
Faculty & Staff Hiring	\$ 300,200	\$ -	\$ -
Non-Career Faculty and Staff Wages	\$ 2,428,406	\$ 2,428,406	\$ 2,428,406
General Benefits	\$ 5,049,835	\$ 6,180,315	\$ 7,512,212
Employer Contributions - UCRP	\$ 1,747,323	\$ 3,591,020	\$ 7,436,661
<b>Total Salaries and Benefits</b>	<b>\$ 31,918,076</b>	<b>\$ 33,574,859</b>	<b>\$ 39,620,313</b>
Program Expenses Total	\$ 8,512,248	\$ 9,827,518	\$ 11,277,303
Financial Aid	\$ 12,945,890	\$ 12,146,957	\$ 14,699,105
	\$ -	\$ 623,957	\$ 758,423
Financial Aid Total	\$ 12,945,890	\$ 12,770,914	\$ 15,457,528
Depreciation	\$ 2,175,326	\$ 1,855,892	\$ 1,855,892
Transfers (Capital, Reserve and Other) &	\$ -	\$ -	\$ -
Total Capital Transfers & Depreciation	\$ 2,175,326	\$ 1,855,892	\$ 1,855,892
<b>Program Expenses &amp; Financial Aid</b>	<b>\$ 12,945,890</b>	<b>\$ 12,857,135</b>	<b>\$ 16,215,951</b>
<b>Depreciation</b>	<b>\$ 2,175,326</b>	<b>\$ 1,855,892</b>	<b>\$ 1,855,892</b>
<b>TOTAL EXPENSES</b>	<b>\$ 55,551,540</b>	<b>\$ 58,029,184</b>	<b>\$ 68,211,036</b>
<b>Net Change</b>	<b>\$ 1,039,664</b>	<b>\$ 3,132,552</b>	<b>\$ 758,910</b>

# Implementation

A sound implementation plan is the key to a successful strategic plan.  
The implementation plan addresses the who, where, when and how of the strategic plan.

## 8 Steps to an Effective Implementation Plan

1. Public Relations Effort
2. Commitment
3. Accountability
4. Communication
5. Set Priorities
6. Resource Allocation
7. Assessment of Effective Implementation
8. Internalize / Institutionalize

# Implementation

## 1. Public Relations Effort

- General Press Release to the Public
- Targeted Outreach
  - Alumni, students, faculty and staff
  - Senior management
  - Board of Directors, Foundation Board and Alumni Board
  - Unions
  - Tenderloin neighbors
  - State Legislatures in Sacramento
- Education
  - Why is this plan needed
  - The role all employees can play in achieving success of the plan

# Implementation

## 2. Commitment to these Guiding Principles

- Transparent
- Inclusive
- Deliberative
- Communicate
- Change
- Empowerment
- Use of facts
- Move decisively and swiftly



# Implementation

## 3. Accountability

- Assign a steward to each of the strategic goals
- Appoint implementation sub-committees
- Restate goals and tactics in measureable terms
- Assign timelines
- Tie assignments to employee performance objectives

# Implementation

## 4. Communication

- Retain momentum thru active and continuous outreach
  - Robust ‘Implementation Phase’ website
  - Listservs
  - Regular updates
- Develop a share point website for implementation members to share documents and plans
- Clarity-define what we mean if necessary
- Regular implementation status meetings
  - Meeting notices; agendas; minutes and action plans
- Board level decisions addressed thru Board committees
- Quarterly status reports to the Board of Directors

# Implementation

## 5. Set Priorities

- Subcommittees to set priorities for goals and tactics
- Resource allocation

# Implementation

## 6. Resource Allocation

- Develop costing specifics of the key strategic variables and tactics
- Incorporate strategic plan into operational and capital budget plans
- Tie departmental budgets to the strategic plan
- Reassessment of staffing needs – reorganization
- Establish contingencies – plan for the unexpected
- Multi-year planning

# Implementation

## 7. Assessment of Effective Implementation

- Measurable, pre-defined goals
- Determine outcomes and impacts
- Independent verification
- Communication of successes and failures

# Implementation

## 8. Internalize / Institutionalize the Strategic Plan

- Link operational plans to the strategic plan
- Link the operational and capital budget to the strategic plan
- Link the capital campaign to the strategic plan
- Link the Long Range Campus Master Plan to the strategic plan
- Link the website redesign to the strategic plan
- Link the curriculum committee reform effort to the strategic plan
- Link the US News and World Report Task Force to the strategic plan
- Revise enterprise wide policies and procedures as needed