

## CSA 60 day and 6 month Report Achievement Targets (As of May 12, 2017)

PROJECT	CSA Recommendations	Current Status	Targeted tasks for completion by 6/23 Report	Targeted tasks for completion by 10/25 Report
<b>0.0 Develop task force, work plan and milestones</b>	N/A	Partially Implemented	<ul style="list-style-type: none"> <li>• Organize Task Force: Identify task force, charge task force members, develop weekly meeting schedule/format, develop responsible and accountable officials (RAOs) for each recommendation workstream, RAOs identify implementation sub-teams</li> <li>• Develop workplan: Develop recommendation-specific workplan template, write workstream charters, RAOs and teams build out workplan milestones, RAOs and teams submit workplan drafts</li> </ul>	
<b>1.0 Set targets for UCOP employee salary ranges</b>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>• Develop a method for weighing public and private sector pay data when establishing salaries for all positions.</li> <li>• Determine how to restructure salary ranges to make certain the ranges encourage employee development and ensure pay equity.</li> </ul> <p>By April 2019:</p> <ul style="list-style-type: none"> <li>• Set targets for any needed reductions to salary amounts using the results from its public and private sector</li> </ul>	Analysis Underway	<ul style="list-style-type: none"> <li>• Form workgroup</li> <li>• Update Semi-Annual Equity and Promotion Process guidelines</li> <li>• Review and analyze recommendations for equity and promotions for FY2016-17 cycle</li> <li>• Review equity and promotion recommendations for FY2016-17 cycle with ED HR, ED OPS, COO, and PEO</li> <li>• Form workgroup for Salary Range Analysis</li> <li>• Analyze of salary ranges and distributions by job family</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Project Plan to include project charter, stakeholder analysis and milestones</li> <li>• Complete review of recommendations for equity and promotions by July 15, 2017</li> <li>• Review results of job family distributions and review of salary ranges to determine impact analysis.</li> </ul>

	<p>comparison and adjust its salaries accordingly.</p> <ul style="list-style-type: none"> <li>• Narrow its salary ranges.</li> <li>• Create a plan for reallocating funds to campuses that it saves as it reduces its staffing costs.</li> </ul> <p>By April 2020:</p> <ul style="list-style-type: none"> <li>• Adjust its salary levels and ranges to meet its established targets.</li> <li>• Reallocate funds to campuses when adjustments to its salaries and benefits result in savings.</li> <li>• Report to the regents on the amount of funds it reallocates to campuses as a result of implementing our recommendations.</li> </ul>			
<b>2.0 Set targets for leadership salary range</b>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>• Develop a method for weighing public and private sector pay data when establishing salaries for all positions.</li> </ul>	Analysis Underway	<ul style="list-style-type: none"> <li>• Form stakeholder group to discuss benchmarking and third-party Market Surveys for UCOP</li> </ul>	<ul style="list-style-type: none"> <li>• Review and select survey sources for adjusting Market Reference Zones</li> </ul>
<b>3.0 Set targets for staff salary ranges</b>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>• Develop a method for weighting public and private sector pay data when establishing salaries for all positions.</li> </ul>	Initiated	<ul style="list-style-type: none"> <li>• Form workgroup to identify and determine key processes and data sources for market surveys to incorporate public sector data for analyzing pay and salary ranges</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize preliminary (test) analyses of various options to adjust ranges</li> <li>• Determine potential impact on salaries</li> <li>• Identify options for presentation to UCOP leadership for review and</li> </ul>

	<ul style="list-style-type: none"> <li>• Determine how to restructure salary ranges to make certain the ranges encourage employee development and ensure pay equity.</li> </ul> <p>By April 2019:</p> <ul style="list-style-type: none"> <li>• Set targets for any needed reductions to salary amounts using the results from its public and private sector comparison and adjust its salaries accordingly.</li> <li>• Narrow its salary ranges.</li> <li>• Create a plan for reallocating funds to campuses that it saves as it reduces its staffing costs.</li> </ul> <p>By April 2020:</p> <ul style="list-style-type: none"> <li>• Adjust its salary levels and ranges to meet its established targets.</li> <li>• Reallocate funds to campuses when adjustments to its salaries and benefits result in savings.</li> <li>• Report to the regents on the amount of funds it reallocates to campuses as a result of implementing our recommendations</li> </ul>			feedback
<b>4.0 Align expense reimbursement policies with best practices</b>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>• Evaluate and identify needed changes to employee benefit policies to ensure they include reasonable</li> </ul>	Analysis Underway	<ul style="list-style-type: none"> <li>• Gather data to benchmark policies with other comparable universities will be underway</li> </ul>	<ul style="list-style-type: none"> <li>• Draft recommended policy changes and submit to senior leadership</li> </ul>

	<p>safeguards to control costs</p> <p>By April 2019:</p> <ul style="list-style-type: none"> <li>• Set targets for appropriate employee benefits and implement new processes that ensure employees adhere to the revised policies regarding employee benefits</li> <li>• Create a plan for reallocating funds to campuses that it saves as it reduces staffing costs</li> </ul> <p>By April 2020:</p> <ul style="list-style-type: none"> <li>• Adjust its employee benefits to meet its established targets</li> <li>• Reallocate funds to campuses if adjustments to salaries and benefits result in savings</li> <li>• Report to the Regents on the amount of funds that are available for reallocation to campuses as a result of implementing recommended changes</li> </ul>			
<p><b>5.0 Implement workforce and staffing plans</b></p>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>• Complete phase one of CalHR's best practice workforce planning model by developing a strategic direction for its workforce plan.</li> </ul> <p>By April 2019:</p> <ul style="list-style-type: none"> <li>• Implement phase two of</li> </ul>	<p>Analysis Underway</p>	<ul style="list-style-type: none"> <li>• Form workgroup and initiate stakeholder analysis</li> <li>• Complete Project Plan to include project charter, stakeholder analysis and milestones</li> <li>• Engage CalHR for input and identification of examples of State agencies who have incorporated their planning model</li> </ul>	<ul style="list-style-type: none"> <li>• Using the best practice analysis, create the strawman model and process for review by stakeholders in preparation of FY18/19 budget call</li> </ul>

CalHR's best practice workforce planning model by determining its current and future staffing and competency gaps. As part of this phase, the Office of the President should consider the input of stakeholders including campuses and students, regarding which elements of its organization are of critical importance and which elements it could potentially eliminate or downsize.

By April 2020:

- Implement phase three of CalHR's best practice workforce planning model by presenting the final workforce plan to its staff and beginning its implementation by carrying out workforce planning strategies covering a three-to five-year period. The Office of the President should make its final workforce plan publically available.
- Implement phase four and five of CalHR's best practice workforce planning model by implementing its workforce plan strategies and annually evaluating the completed workforce

	plan strategies against defined performance indicators and revising the plan where necessary			
<b>6.0 Reassess fund restrictions</b>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>Document and review the restrictions on its funds and fund commitments to determine whether it can reallocate any of these funds to its discretionary budget for reallocation to campuses.</li> </ul> <p>By April 2019:</p> <ul style="list-style-type: none"> <li>Publish the results of its review of fund restrictions and fund commitments and any funds it anticipates reallocating to campuses.</li> </ul> <p>By April 2020:</p> <ul style="list-style-type: none"> <li>Reallocate to the campuses funds that it identified during its review of fund restrictions and fund commitments.</li> </ul>	Initiated	<ul style="list-style-type: none"> <li>Form workgroup and initiate stakeholder analysis</li> <li>Initiate review of materials from recent efforts to review UC Fund Restrictions</li> </ul>	<ul style="list-style-type: none"> <li>Finalize documentation of all restricted fund sources for those with current budgets or existing fund balances</li> <li>Finalize review of all existing fund commitments to ensure appropriate documentation and priority of ongoing commitment</li> </ul>
<b>7.0 Establish UCOP reserve policy</b>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>UCOP will develop an operating reserve policy that governs how large its reserve should be and the purposes for which it can be used</li> </ul>	Analysis Underway	<ul style="list-style-type: none"> <li>Form Reserve Policy Working Group</li> <li>Draft Reserve Policy Implementation Workplan</li> <li>Benchmark Peer Universities</li> <li>Conduct Stakeholder Analysis</li> <li>Research Best Practices</li> </ul>	<ul style="list-style-type: none"> <li>Review Reserve Policy Options Analysis and Preliminary Recommendation with senior leadership to inform of progress and seek feedback</li> <li>Review Reserve Policy Options Analysis and Preliminary Recommendation with appropriate committee of the Regents to inform of progress and seek feedback</li> <li>Draft Final Reserve Policy</li> </ul>

				Recommendation
<p><b>8.0 Clarify UCOP budget presentation</b></p>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>Implement our recommended budget presentation shown in figure 11. Specifically, the Office of the President's budget presentation to the regents should include a comparison of its proposed budget to its actual expenditures for the previous year. It should also include all its expenditures and identify changes to the discretionary and restricted reserves. The Office of the President should combine both the disclosed and undisclosed budget into one budget presentation.</li> </ul> <p>By April 2019:</p> <ul style="list-style-type: none"> <li>Continue to present a comprehensive budget based on the presentation in Figure 11 to the regents, the Legislature, and the public.</li> </ul>	<p>Partially implemented</p>	<ul style="list-style-type: none"> <li>Finalize FY17-18 Regents budget item</li> <li>Present FY17-18 budget item for approval</li> </ul>	<ul style="list-style-type: none"> <li>Solicit Regent feedback on the budget format and presentation</li> <li>Complete assessment of current best practices used in comparable university settings for financial reporting, evaluating applicability to UCOP</li> </ul>
<p><b>9.0 Improve UCOP budget process</b></p>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>Increase campus stakeholder input in the budget development process by reconvening the campus budget committee and establishing an agreed upon charter that</li> </ul>	<p>Initiated</p>	<ul style="list-style-type: none"> <li>Form workgroup and initiate stakeholder analysis</li> <li>Institute requirements for fund type and fund source on all decision making documentation requiring presidential approval</li> </ul>	<ul style="list-style-type: none"> <li>Assess current processes for campus stakeholder input</li> <li>Develop framework for campus stakeholder input into UCOP budget processes</li> </ul>

describes the committee's scope, role, and protocol for reviewing and providing comments on the Office of the President's annual budget.

By April 2019:

- Implement the best practices for budgeting identified by GFOA and NACUBO, including developing budget policies and procedures and formally documenting, approving, and justifying all one-time and unexpended expenditure requests.

By April 2020:

- Evaluate its budget process to ensure it is efficient and has adequate safeguards that ensure staff approve and justify all budget expenditures. If the Office of the President determines that its safeguards are sufficient, it should begin developing a multi-year budget plan.
- Report to the regents on the amount of funds it reallocates to campuses as a result of implementing our recommendations



<p><b>10.0 Define systemwide initiatives and establish budget targets</b></p>	<p>By April 2018:</p> <ul style="list-style-type: none"> <li>• Develop and use a clear definition of systemwide initiatives and administration that will be used to ensure consistency in future budgets.</li> <li>• Develop a comprehensive list of systemwide initiatives and presidential initiatives including their purpose and actual cost that will be used in the regents hearing recommended below.</li> <li>• Establish spending targets for systemwide initiatives and administrative costs.</li> <li>• Publish the results of the review of systemwide and presidential initiatives including any funds the Office of the President anticipates reallocating to the campuses.</li> </ul> <p>By April 2019:</p> <ul style="list-style-type: none"> <li>• Restructure budget and accounting systems to ensure the costs of the Office of the President can be clearly tracked and reported annually. Specifically, the budget and accounting systems should be able to distinguish between systemwide initiatives, presidential initiatives,</li> </ul>	<p>Initiated</p>	<ul style="list-style-type: none"> <li>• Form workgroup and initiate stakeholder analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Draft proposed definitions of systemwide and presidential initiatives including specific criteria to qualify as one or the other</li> <li>• Develop a comprehensive list of all qualifying systemwide and presidential initiatives for a three year historical period and for the FY 17-18 budget period. Document their purpose and costs. Document multiyear commitments and track future encumbrances based on existing funding agreements</li> </ul>
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	<p>and administrative costs.</p> <p>By April 2020:</p> <ul style="list-style-type: none"><li>• Publish its progress in meeting systemwide initiative and administrative cost targets publically.</li><li>• Reallocate funds from the review of systemwide and presidential initiatives as well as any administrative cost savings to campuses.</li><li>• Report to the regents on the amount of funds reallocated to campuses.</li></ul>			
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