

CSA 6 month and 1 year Report Achievement Targets (As of August 28, 2017)

PROJECT	CSA Recommendations	Current Status	Targeted tasks for completion by 10/25/17 Report	Targeted tasks for completion by 4/25/18 Report
<p>1.0 Set targets for UCOP employee salary ranges</p>	<p>By April 2018:</p> <ul style="list-style-type: none"> • Develop a method for weighing public and private sector pay data when establishing salaries for all positions. • Determine how to restructure salary ranges to make certain the ranges encourage employee development and ensure pay equity. <p>By April 2019:</p> <ul style="list-style-type: none"> • Set targets for any needed reductions to salary amounts using the results from its public and private sector comparison and adjust its salaries accordingly. • Narrow its salary ranges. • Create a plan for reallocating funds to campuses that it saves as it reduces its staffing costs. <p>By April 2020:</p> <ul style="list-style-type: none"> • Adjust its salary levels and ranges to meet its established targets. • Reallocate funds to campuses when adjustments to its salaries and benefits result in savings. • Report to the regents on the amount of funds it reallocates to campuses as a result of implementing our recommendations. 	<p>Analysis Underway</p>	<ul style="list-style-type: none"> • Complete Project Plan to include project charter, stakeholder analysis and milestones • Complete review of recommendations for equity and promotions by July 15, 2017 • Review results of job family distributions and review of salary ranges to determine impact analysis. 	<ul style="list-style-type: none"> • Present the final options for weighing public and private sector pay data for setting staff salary ranges. • Present the impact analysis for each option, including high-level implementation plans for each. • Once an option is chosen, implement that method for weighing public and private sector pay data when establishing salaries for all positions. • Determine how to restructure salary ranges to make certain the ranges encourage employee development and ensure pay equity.

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2.0 Set targets for leadership salary range	<p>By April 2018:</p> <ul style="list-style-type: none"> Develop a method for weighing public and private sector pay data when establishing salaries for all positions. 	<p>Analysis Underway</p>	<ul style="list-style-type: none"> Review and select survey sources for adjusting Market Reference Zones 	<ul style="list-style-type: none"> Consult with campuses, Executive Budget Committee, other constituents, leadership and Regents on leadership salary range considerations Present the final options for weighing public and private sector data for MRZs and obtain approvals from leadership Once an option is chosen, implement a method for weighing public and private sector pay data when establishing salaries for all positions
3.0 Set targets for staff salary ranges	<p>By April 2018:</p> <ul style="list-style-type: none"> Develop a method for weighting public and private sector pay data when establishing salaries for all positions. Determine how to restructure salary ranges to make certain the ranges encourage employee development and ensure pay equity. <p>By April 2019:</p> <ul style="list-style-type: none"> Set targets for any needed reductions to salary amounts using the results from its public and private sector comparison and adjust its salaries accordingly. Narrow its salary ranges. Create a plan for reallocating funds to campuses that it saves as it reduces its staffing costs. <p>By April 2020:</p> <ul style="list-style-type: none"> Adjust its salary levels and ranges to meet its established targets. 	<p>Initiated</p>	<ul style="list-style-type: none"> Finalize preliminary (test) analyses of various options to adjust ranges Determine potential impact on salaries Identify options for presentation to UCOP leadership for review and feedback 	<ul style="list-style-type: none"> Consult with campuses, Executive Budget Committee, Academic Senate, other constituents, and leadership on staff salary ranges Present the final options for weighing public and private sector pay data for setting staff salary ranges to leadership Present the impact analysis for each option, including high-level implementation plan Once an option is chosen, implement a method for weighing public and private sector pay data when establishing salaries for all positions Determine how to restructure salary ranges to make certain the ranges encourage employee development and ensure pay equity.

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	<ul style="list-style-type: none"> • Reallocate funds to campuses when adjustments to its salaries and benefits result in savings. • Report to the regents on the amount of funds it reallocates to campuses as a result of implementing our recommendations 			
4.0 Align expense reimbursement policies with best practices	<p>By April 2018:</p> <ul style="list-style-type: none"> • Evaluate and identify needed changes to employee benefit policies to ensure they include reasonable safeguards to control costs <p>By April 2019:</p> <ul style="list-style-type: none"> • Set targets for appropriate employee benefits and implement new processes that ensure employees adhere to the revised policies regarding employee benefits • Create a plan for reallocating funds to campuses that it saves as it reduces staffing costs <p>By April 2020:</p> <ul style="list-style-type: none"> • Adjust its employee benefits to meet its established targets • Reallocate funds to campuses if adjustments to salaries and benefits result in savings • Report to the Regents on the amount of funds that are available for reallocation to campuses as a result of implementing recommended changes 	Analysis Underway	<ul style="list-style-type: none"> • Draft recommended policy changes and submit to senior leadership 	<ul style="list-style-type: none"> • Implement policy changes and modify procedures, as needed, to ensure compliance with new policies • Quantify savings from policy changes

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<p>5.0 Implement workforce and staffing plans</p>	<p>By April 2018:</p> <ul style="list-style-type: none"> Complete phase one of CalHR's best practice workforce planning model by developing a strategic direction for its workforce plan. <p>By April 2019:</p> <ul style="list-style-type: none"> Implement phase two of 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. <p>By April 2020:</p> <ul style="list-style-type: none"> 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 	<p>Analysis Underway</p>	<ul style="list-style-type: none"> Using the best practice analysis, create the strawman model and process for review by stakeholders in preparation of FY18/19 budget call 	<ul style="list-style-type: none"> Complete best practice analysis of workforce planning models including CalHR's model Develop and communicate implementation plan for workforce planning strategy Complete Phase I of workforce planning strategy

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	<p>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</p>			
<p>6.0 Reassess fund restrictions</p>	<p>By April 2018:</p> <ul style="list-style-type: none"> 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. <p>By April 2019:</p> <ul style="list-style-type: none"> Publish the results of its review of fund restrictions and fund commitments and any funds it anticipates reallocating to campuses. <p>By April 2020:</p> <ul style="list-style-type: none"> Reallocate to the campuses funds that it identified during its review of fund restrictions and fund commitments. 	<p>Initiated</p>	<ul style="list-style-type: none"> Finalize documentation of all restricted fund sources for those with current budgets or existing fund balances Finalize review of all existing fund commitments to ensure appropriate documentation and priority of ongoing commitment 	<ul style="list-style-type: none"> Present the final documentation of funds, restrictions and allowable uses to internal leadership, the Executive Budget Committee and the Regents Get feedback on the documentation from campuses, Executive Budget Committee, other constituents, leadership and Regents Determine FY18-19 impacts to the budget to evaluate broader use of restricted funds, if applicable Establish reporting formats, public disclosure levels and detail of Restricted Funds with clear explanations of restrictions and appropriate uses
<p>7.0 Establish UCOP reserve policy</p>	<p>By April 2018:</p> <ul style="list-style-type: none"> UCOP will develop an operating reserve policy that governs how large its reserve should be and the purposes for which it can be used 	<p>Analysis Underway</p>	<ul style="list-style-type: none"> Review Reserve Policy Options Analysis and Preliminary Recommendation with senior leadership to inform of progress and seek feedback Review Reserve Policy Options Analysis and Preliminary Recommendation with appropriate committee of the Regents to inform of progress and seek feedback Draft Final Reserve Policy Recommendation 	<ul style="list-style-type: none"> Present final reserve policy recommendation to appropriate committee of the Regents Share approved reserve policy with relevant internal stakeholders Share approved reserve policy with CSA Publish approved reserve policy on UCOP website

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<p>8.0 Clarify UCOP budget presentation</p>	<p>By April 2018:</p> <ul style="list-style-type: none"> 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. <p>By April 2019:</p> <ul style="list-style-type: none"> Continue to present a comprehensive budget based on the presentation in Figure 11 to the regents, the Legislature, and the public. 	<p>Partially implemented</p>	<ul style="list-style-type: none"> This work was completed with the presentation and approval of the FY2017-18 UCOP budget to the Regents in July 2017. Solicit Regent feedback on the budget format and presentation Complete assessment of current best practices used in comparable university settings for financial reporting, evaluating applicability to UCOP 	<ul style="list-style-type: none"> Re-engage Executive Budget Committee, building improved transparency and stakeholder involvement Develop the annual budget presentation in compliance with the CSA recommendations with full transparency, use of actuals and forecasts Present budget leveraging work completed on Fund Restrictions and Systemwide initiatives Incorporate input of the Executive Budget Committee, Regents and others to develop final reporting and budget presentation for May 2018 for approval by the Regents
<p>9.0 Improve UCOP budget process</p>	<p>By April 2018:</p> <ul style="list-style-type: none"> Increase campus stakeholder input in the budget development process by reconvening the campus budget committee and establishing an agreed upon charter that describes the committee’s scope, role, and protocol for reviewing and providing comments on the Office of the President’s annual budget. <p>By April 2019:</p> <ul style="list-style-type: none"> Implement the best practices 	<p>Initiated</p>	<ul style="list-style-type: none"> Assess current processes for campus stakeholder input Develop framework for campus stakeholder input into UCOP budget processes 	<ul style="list-style-type: none"> Develop the budget process in compliance with the CSA recommendations and full engagement of the Executive Budget Committee Document the new annual budget process leveraging best practices Document existing gaps between current state and future state and establish system requirements for an updated budget development system Incorporate input of EBC, Regents and others to develop final process for May 2018 Regents approvals

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	<p>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.</p> <p>By April 2020:</p> <ul style="list-style-type: none"> • 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>10.0 Define systemwide initiatives and establish budget targets</p>	<p>By April 2018:</p> <ul style="list-style-type: none"> • Develop and use a clear definition of systemwide initiatives and administration that will be used to ensure consistency in future budgets. • 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. • Establish spending targets for systemwide initiatives and administrative costs. 	<p>Initiated</p>	<ul style="list-style-type: none"> • Draft proposed definitions of systemwide and presidential initiatives including specific criteria to qualify as one or the other • 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 	<ul style="list-style-type: none"> • Complete clear definitions and socialize terms with campuses, the Executive Budget Committee and other stakeholders • Complete evaluation of systemwide programs and initiatives to identify items that can be eliminated or redirected to achieve enrollment increase targets in the FY18-19 budget • Establish spending targets for use in FY18-19 budgets • Review all budget targets for systemwide programs, initiatives and other with the EBC and Regents

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	<ul style="list-style-type: none"> • Publish the results of the review of systemwide and presidential initiatives including any funds the Office of the President anticipates reallocating to the campuses. <p>By April 2019:</p> <ul style="list-style-type: none"> • 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, and administrative costs. <p>By April 2020:</p> <ul style="list-style-type: none"> • Publish its progress in meeting systemwide initiative and administrative cost targets publically. • Reallocate funds from the review of systemwide and presidential initiatives as well as any administrative cost savings to campuses. • Report to the regents on the amount of funds reallocated to campuses. 			<ul style="list-style-type: none"> • Develop and publish reports reviewing systemwide and presidential initiatives including amounts reallocated to the campuses