

# **Strategic Sharing to Develop the Leaders of Tomorrow**

## **2006/2007 CUCSA Workforce Evolution Committee:**

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## **Executive Summary**

The University of California is faced with a difficult budgetary situation and declining state resources. To combat this challenging environment UC must establish innovative ways to complete the business of UC. These innovations may be found through harnessing the administrative expertise of each location. Specifically, staff development is an area where locations may work together to build a UC which is greater than the sum of its locations. While there are shining examples of this occurring at UC, more can be done.

By implementing strategic resource sharing, taking advantage of the expertise and proximity of locations, developing coordinated staff development curriculum, building common infrastructure such as the Learning Management System, and establishing a systemwide program of career development counselors, UC will be begin to facilitate the establishment of cross campus collaboration.

## **Introduction**

The University of California opened in September of 1869; nearly 20 years after the concept of a university system for California was expressed.<sup>1</sup> During the formation of the University, the founders were plagued by a lack of land, minimal funding, and inadequate resources. Despite those challenges, those leaders were able to establish the most respected and the greatest public research institution the world has ever known.

Today, UC again faces a challenging environment that we must overcome. The amount of UC funding provided by the state has steadily decreased in recent years, while student enrollment has steadily increased.<sup>2</sup> UC has been tasked with expanding graduate and professional programs to better meet the needs of the citizens of California; however UC is also under pressure from market lagging salaries and the escalating costs of health benefits. Finally, UC is attempting to overcome these issues while maintaining affordability for our students and diversity of our staff, faculty and students. The question must be posed; how will UC overcome a lack of resources to maintain and build upon the extremely high level of service the citizens of California have come to know from UC in light of these pressures?

This report will focus on methods that may be implemented to address this question in terms of staff development. A well developed staff will support the mission of UC and will greatly impact the level, quality, and cost of service UC is able to provide. Further, a well developed and highly trained workforce will allow The Regents, professors, and senior leaders to remain focused on maintaining and expanding upon UC's preeminence.

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<sup>1</sup> [http://sunsite.berkeley.edu/UCHistory/general\\_history/overview/tour1.html](http://sunsite.berkeley.edu/UCHistory/general_history/overview/tour1.html)

<sup>2</sup> 2006-2007 Budget Presentation, Senate Hearing – President Dynes <http://budget.ucop.edu/pres.html>

In order to make this a reality it is imperative that locations work together and utilize the expertise each location has developed. In this challenging environment, with competing demands for limited resources, UC locations must come together and build one University. It will be through that effort that UC will fully recognize the full value of the size, expertise and skill of our institution.

Sharing staff development resources will create efficiencies, will build a more robust systemwide talent pool, and will facilitate the ability of staff to transfer locations; allowing UC to quickly deploy resources to meet strategic needs. These impacts are crucial to UC in the following areas:

1. Managing succession planning and knowledge transfer – over one-third of UC’s current workforce is eligible for retirement. It is imperative that UC have the ability to grow internal talent to fill the positions that will exist in the near future. Further, UC must recognize that leaders need not be at one specific location, but rather may be spread throughout UC. For example, tomorrow’s UCLA leadership may currently be at UCSC and vice versa.
2. Ensuring UC has the ability to attract and retain staff – UC has the opportunity to be an employer that opens up state wide job opportunities for staff. Currently, intercampus transfers are tantamount to starting at a new university. Each UC location offers training programs; however, departments may or may not recognize value from trainings offered at other locations. By standardizing core curricula (with add-ons for campus uniqueness), UC will reduce knowledge gaps existing between campuses with differing levels of resources.
3. Ensuring maximum effectiveness of staff development – UC has the opportunity to coordinate systemwide conferences with local follow-up. By coordinating trainings between the UC Office of the President (UCOP) and locations, UC will maximize the already significant investment in large conferences and training.
4. Managing systemwide employee retention – Employees are often required to learn new procedures, new terminology, and new corporate cultures when transferring locations within UC. These barriers prohibit staff from effectively collaborating with other locations as each location has differing processes and can not look to other locations for assistance. Standardizing processes and procedures where it makes sense to do so will help to reduce these barriers.
5. Support for new locations, hospitals, and satellite locations – By streamlining staff development, new locations will suffer less “start up” costs and will have a stronger base from which to build their staff development program.

## **Strategic Resource Sharing**

At UC, the concept of sharing has commonly been limited to documenting programs and models and porting them to other locations. While this has been effective and UC has

experienced great innovations as a result, we must do more if we are to further unlock the value inherent in UC's size. Before discussion of opportunities to further the strategic sharing of staff development resources, it is crucial to discuss some of the current developmental opportunities available to staff.

### ***Current Developmental Sharing***

UC offers a myriad of developmental opportunities available to staff, ranging from informal lunch-time presentations to multi-year programs. This subcommittee compiled the list in Exhibit 1 to illustrate the type of trainings currently offered at UC. It is important to note that this list is not all-inclusive and does not highlight every opportunity offered in every department at UC.

### **Staff Organizations**

Our subcommittee would like to highlight that staff assemblies and staff organizations offer excellent opportunities for staff development, while concurrently providing a value to UC. These organizations offer opportunities for staff to actively practice leadership, organization, and teamwork all within a volunteer environment and all with the purpose of advancing the mission and goals of UC. Further, many of these groups span multiple locations and have already established means of sharing resources and building upon successes. Currently each location has a staff assembly which may provide further insight into what staff organizations are available at each location.

### **Learning Management System (LMS)**

The Learning Management System is a systemwide software package that allows locations to store and disseminate staff development trainings. Since each location will use the same software, it will facilitate the sharing of programs across locations. The LMS will be implemented this fall and will offer the following key benefits:

1. Maximize resources by allowing locations to share their computer based training programs. For example staff at UCSF could participate in classes offered at UCLA.
2. Allow campuses to share standardized curricula for trainings such as new hire orientations or academic personnel procedures.
3. Store training transcripts in a centralized location. This allows for an easier transition for staff moving from one location to another and also allows managers to easily track their staff's development.
4. Unite campuses by providing a common platform for training communication.
5. Allow for the development of training programs specific to each position at UC. For example, if standard curricula were implemented for each title code, the LMS is able to track staff's progress in completing that curriculum.

This tool is an excellent example of cross campus collaboration as each location worked together in determining the vendor and all agreed upon the final software. Further, the LMS will allow collaboration and the sharing of staff development resources.

## **Opportunities to Expand Strategic Sharing**

Intercampus collaboration will allow UC to get more value from money spent on staff development and will allow the development of more staff with fewer resources. In the area of staff development, each location has created differing levels of expertise in different topics. For example, one location may have a significant leadership program whereas another may have a significant MSO training program. It has become apparent that every location will not have the resources to create robust training programs for all positions, so UC locations must specialize and share their expertise.

UC's northern locations fall within a 130 mile radius. In particular, four northern locations are close together: UC Berkeley, Lawrence Berkeley National Lab, Office of the President, and UC San Francisco. This geographic proximity allows UC to share human resources in the development of staff. For example, UCSF employees have the ability to travel to UC Berkeley or Office of the President to take part in staff development, mentorship programs, fellowships or other development opportunities which may not exist at their home location.

The Southern California locations are not as tightly grouped as the locations in the north. San Diego and Santa Barbara are nearly 220 miles apart and employees would face considerable difficulties traveling between these locations within one day. However, even in the face of these challenges there are opportunities to expand sharing. UCLA, UCI, and UCR are within close geographical proximity and the opportunity exists for these locations to share physical resources.

This approach of bringing together locations to capitalize upon specializations is not unique. UC has many examples where faculty of different locations are working together to address the needs of society. For example, the CalIT2 program<sup>3</sup> and our University Library System both are committed to cross campus collaboration. By applying these same underlying concepts to staff development, UC will begin to build synergies between locations and as a result will increase the value of our staff development programs.

Additionally, our research uncovered examples of staff accessing fellowships and internships at other UC locations. For example, one staff member we discovered at UCR was awarded a 6 month fellowship at UCI. While we discovered several examples of this type of individual development, we found this type of intercampus sharing to be the exception rather than the rule.

By capitalizing on the geographic proximity of UC locations UC may create Communities of Practice between staff with similar positions, allowing for collaboration

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<sup>3</sup> <http://www.calit2.net>

and innovation to occur. Communities of Practice (COP) are groups that form in an attempt to learn and share knowledge, either virtually or in person.<sup>4</sup> They are held together by a common interest in a body of knowledge or a common goal. COPs are most effective when structured around strategic goals and should be strategically created and fostered. COPs demonstrate their efficacy by creating, sharing and documenting knowledge central to their goals and purposes. COPs may be formal or informal and may be at one location or virtual. However to promote the most vibrant community possible, groups should meet in person as regularly as possible.

For example, a grant writer at UCLA might have similar goals as a grant writer from UCI; however each may have different tools, techniques, and styles as a result of working at different UC locations. By providing an infrastructure that supports cross campus collaboration between these grant writers, each will have the opportunity to view the others' style, tools, and techniques. Over time, this will lead to an increase in efficiency and skill of both writers as they informally establish best practice. Further, this methodology builds upon and is reliant upon a culture where diversity is appreciated and valued at all levels of the organization.

Building COPs should not be limited to a particular level of staff and above, but rather, may be expanded to all levels. This approach requires that we identify the similarities that exist between locations and then actively seek to exploit those similarities. For example, a project manager at UCR and a project manager at UCI use a common set of skills to accomplish their goals. Administrative assistants at UCOP and UCLA use the same financial systems (travel, payroll, etc). An MSO at UCD has the same general responsibility as an MSO at UCM. And so on.

By taking strategic advantage of geographic proximity of locations and by capitalizing on similarities existing between locations and positions, UC can create more value from staff development spending, will allow staff to access a greater number of specialized training programs, and can capitalize on innovation and best practices established through staff collaboration.

### ***Coordination of Staff Development Curriculum***

Each UC location offers different staff development classes. Even where similarity in class offerings exists, there does not appear to be a uniform curriculum nor do locations appear to be addressing development uniformly. For example, our research uncovered several examples of leadership training at UC, however many of these trainings are not coordinated with each other and may not be addressing "leadership" consistently.

To address these issues, UC should consider a development model whereby locations build upon already established systemwide conferences. This method would begin with staff attending an already established systemwide conference (e.g. BOI, UCLI, UCSLI, etc.) followed by staff attending a complementary program offered at each location.

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<sup>4</sup> <http://www.ucop.edu/cucsa/documents/CUCSA-KnowledgeManagementFinalReport9-06.pdf>

These complementary programs would contain the same core material and each location would have the flexibility to add material to that core to adjust for differences in campus culture. This model expands upon a model in place at UCI, whereby UCI offers a campus level Business Officers Institute following the systemwide BOI. Further, our research uncovered examples of systemwide conferences as prerequisites to campus trainings.

This model has many benefits for UC. By standardizing core training, UC will build systemwide value for these trainings, facilitating the transfer of human resources between locations. Further, the synergies created by a coordinated multi-location training will promote training efficiencies, reinforce subject matter for trainees, and provide opportunities for the informal formation of Communities of Practice.

Additionally, standard core trainings will ensure that all staff are instructed in the same manor and that the concepts of leadership, diversity, safety, ethics, and all of UC's development classes are delivered with a similar message across locations. This will facilitate a flexible workforce for UC and allow UC to quickly deploy resources to address critical business needs.

## **Methods to Foster Strategic Resource Sharing**

Fostering a systemwide collaboration on such a grand scale may seem overwhelming and to some impossible. However, there are several steps UC can take, which will build the infrastructure needed to move this initiative forward.

Establishing a systemwide work group comprised of training staff at UC (including, Systemwide, Campus wide, Divisional and Departmental trainers) would begin the process of establishing a "core" curriculum. This group would be tasked with establishing the foundation of the core curriculum used at UC and would be required to produce meaningful work in the areas crucial to the continued success of UC (leadership, diversity, safety, etc.) Participation from all locations would be essential for the success of this group as all locations must agree to closely adhere to the common core curriculum.

This working group will increase dialogue between UC's already established training channels and will build the foundations of a standard curriculum. Further, this group will serve as a model of systemwide collaboration and will demonstrate the early successes needed to foster change.

### ***Intercampus Trainers***

Frequently trainers are location specific and it is uncommon for trainers at the Division or Department level to train away from their home locations. While it is beneficial to have specialized trainers, it will benefit UC much more to utilize trainers across locations.

By deploying our highly skilled training staff away from their home location UC will increase intercampus diversity and will foster a spirit of connectivity between locations. These trainers may be seen as tools to cross-pollinate locations allowing UC to capitalize on our rich diversity. Further, not every department has access to departmental trainers. In that situation, the host location will greatly benefit from the ideas and skills offered by the other location.

### ***Systemwide Career Counselor Program***

The baby boom generation is retiring and the number of skilled jobs is expected to outnumber workers by 2010.<sup>5</sup> The next generations of employees (X & Y) are skeptical of employee loyalty and don't expect to stay in a job, or even a career, for too long. This "addiction to change" offers a wonderful opportunity for UC.

Younger employees are driven by change, and the decentralized nature of our organization can be marketed to these individuals as offering them just that. Lattice and/or upward movement within one location offers opportunities to change jobs frequently, and moves between locations provide the feel of changing companies, all while still remaining within UC.

What is needed is a way to market this concept and connect employees to opportunities that exist within and across locations. A career counseling position at each location, similar to the Health Care Facilitator (HCF) position created by UC several years ago, would serve this purpose.

The HCF position is funded by UCOP and places an HCF at each location to handle escalated claims issues and to work collaboratively with other HCF's to spot trends and issues affecting employee healthcare.

A career counseling position at each location could take a pro-active approach to marketing and assisting employees in discovering opportunities within and across UC. In addition to serving their individual locations with standard career counseling services (i.e. resume writing, interview skills, coaching, skills testing, etc.) these counselors could work collaboratively with one another promoting employees and job opportunities across locations.

Employers facing demographic changes are examining new ways to recruit and retain younger workers. A career counseling position at UC, modeled after our already successful HCF program, would offer a fresh approach to addressing this problem and would allow UC to capitalize on the size and diversity of our system.

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<sup>5</sup> <http://www.ucop.edu/cucsa/documents/CUCSA-KnowledgeManagementFinalReport9-06.pdf>



## **Barriers:**

The implementation of these proposals will require UC to overcome several barriers, including:

- lack of time to pursue these programs;
- lack of resources to dedicate to bringing these ideas to fruition;
- reluctance or fear of change by staff;
- perceived opportunity for the loss of location power/culture/autonomy; and,
- no means to address equity between resource sharing campuses.

These barriers, both real and perceived, can be overcome through fostering intercampus collaboration. Establishing an infrastructure which promotes administrative collaboration between locations will lead to the creative resolution of these barriers while at the same time laying the ground work for excellence in staff development at UC.

## **Conclusion**

By harnessing the unique staff development skills of each UC location, UC will tap into synergies that will allow for innovations and efficiencies never before imagined. We have the opportunity and obligation to proactively develop a staff development program which utilizes the expertise already established at locations, that capitalizes on the proximity of locations, and that maximizes the benefits of our diverse environment. Further, the establishment of a coordinated and standardized core curriculum with room for locations to add modules to account for local culture and the creation of a systemwide group of career counselors will allow UC to better develop staff. A well developed and highly trained workforce will allow The Regents, senior leaders, and professors to continue to focus on building upon the academic excellence that is expected from this great institution.

The founders of the University of California overcame difficult odds to establish the best public research University in the world. UC once again faces a difficult environment: State funding is shrinking, student enrollment is increasing, and UC is being asked to provide more service with fewer resources. A well developed staff is necessary to support the mission of UC and will greatly impact the level, quality, and cost of service UC is able to provide. Creatively sharing staff development resources will create efficiencies, and increase collaboration as each location works together to utilize the expertise and skills inherent in our institution as a whole.

Exhibit 1

Program Name	Location	Sponsoring Dept/Div	Contact Name/Info	Cost/Staff Time	Number of Users (per ?)	Measures of Success	Selection Process	Target Audience	Shared With
Building Core Supervisory Competencies	UCR	Human Resources	Sue Anderson Sue.Anderson@ucr.edu	---	25 staff per year	Promotion rates	Supervisor nomination	UCR Staff	UCR and UCD
Next Step	UCR	Human Resources	Sue Anderson Sue.Anderson@ucr.edu	\$15,000	12 staff per year	Promotion rates	Application with supervisor approval	UCR Staff	Not Shared
Mentoring	UCR	Human Resources	Sue Anderson Sue.Anderson@ucr.edu	\$1,000	10 staff per year	Participant evaluation	Application	UCR Staff	Not Shared
PAACC (Professional Academic Advisor Certification Course)	UCR	College of Natural and Agricultural Sciences	Barbra Wallace Barbra.Wallace@ucr.edu	\$3,000 (prorated per advisor cost paid by participating units)	25 staff per year	Increased advisor job satisfaction/confidence, increased student satisfaction	Self-Nomination	UCR Staff	Not Shared
New Staff Orientation	UCR	Human Resources	Sue Anderson Sue.Anderson@ucr.edu	\$11,000	25 staff per month	Participant evaluation	None	UCR Staff	Not Shared
Contracts and Grants Workshop	UCR	Office of Research	Cynthia Parish Cynthia.Parish@ucr.edu	\$23,000 salaries and materials	30 staff per year	Assessment of knowledge	None	UCR Staff, faculty, Researchers	Not Shared
FAU Enterprise	UCR	Accounting/ Audit and Advisory Services	Marc Guerra marc.guerra@ucr.edu  Toffee Jeturian rodolfo.jeturian@ucr.edu	\$20,000	Varies	Assessment (Level 2)	None	UCR Staff	Not Shared
Online Courses: (Categories) Financial Systems, Policies and Procedures, Health and Safety, Human Resources Management, Information Technology, Orientation, Professional Development, Supervisory Skills, Work/Life and Wellness, Benefits	UCR	Human Resources	Sue Anderson sue.anderson@ucr.edu	Unknown	Depends	Depends	Depends	UCR Staff	Not Shared
Professional and Skills Development Series	LBNL	HR /Berkeley Lab Institute (BLI)	Karen Ramorino KBRamorino@lbl.gov	No cost /Taught by BLI instructors	2,300 in 2006	Participation, feedback ratings	1. Public offered courses 2. Division management requested / tailored workshops and programs	All Laboratory staff	Not Shared
Skillssoft Training	LBNL	HR /Berkeley Lab Institute (BLI)	Karen Ramorino KBRamorino@lbl.gov	\$16k	160 per year	Online usage	BLI provides to all administrative staff	CX Staff	Not Shared
Supervisor Development Program	LBNL	HR /Berkeley Lab Institute (BLI)	Karen Ramorino KBRamorino@lbl.gov	\$5k / Taught by Lab subject matter experts and outside consultant	60 per year	Ratings, feedback, alumnae promotions	Division management nominated	Supervisors, 0-3 years supervisory experience	Not Shared
Emerging Leader / Manager Development Program	LBNL	HR /Berkeley Lab Institute (BLI)	Karen Ramorino KBRamorino@lbl.gov	\$50k / Taught by Lab subject matter experts and UCB and UCLA professors and instructors	21 per year	Ratings, feedback, alumnae promotions	Division management nominated	Management candidate in near future and/or current manager who would benefit from training	Not Shared

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Program Name	Location	Sponsoring Dept/Div	Contact Name/Info	Cost/Staff Time	Number of Users (per ?)	Measures of Success	Selection Process	Target Audience	Shared With
Scientific and Technical Professionals Series	LBNL	HR /Berkeley Lab Institute (BLI)	Karen Ramorino KBRamorino@lbl.gov	\$3k / Taught by outside expert and BLI instructor	350 in 2006	Participation, feedback ratings	1. Public offered courses and workshops 2. Division management requested / tailored workshops	Scientists, engineers, post docs	Not Shared
Administrative Assistant Academy	UCD HS	Human Resources	Kathryn Beckham 916-734-8364	13 hours	20 Staff		Nomination by Supervisor/Managers or self nomination	UCDHS Administrative Assistants	Not Shared
Spring 2007 Supervisors Academy	UCD HS	Human Resources	Kathryn Beckham 916-734-8364			Graduates taking positions of retired positions	Nominations by Supervisor/Managers or self nomination	UCDHS Staff and Supervisors	Not Shared
Business Officer Certificate Series	UC Davis	Human Resources	SDPS@ucdavis.edu		Unlimited	Certificate of Completion	Sign up	UC Davis Staff	Not Shared
Management Skills Assessment Program	All Locations	Directed by UC Davis Staff Development & Professional Services	Kelley Crabtree Kacrabtree@ucdavis.edu	\$850	3 per campus; 54 participants (assesses); 16 managers (assessors)	Talent development/ Succession management	Self-nomination and written application; supervisor written recommendation; selection committee	Staff, Supervisors & Managers	Systemwide
UC Leadership Institute	All Locations			\$350	38 for Davis (unknown for other locations)	Certificate of Completion	Nominations from the UCLI coordinators at each campus	UC Managers or major programmatic responsibilities	All Locations
UCSC Leadership Academy Pilot	UCSC	Human Resources	Barbara Perman bperman@ucsc.edu		25	Participant evaluation	Application self-select/nomination	Priority to UCSC Principal Analyst (PSS L) – MSP IV	Not Shared
Professional Development Curriculum: Benefits Orientation and Workshops, Communication and Collaboration, Compliance and Ethics, Finance and Technology, Leadership and Management Development, New Employee Orientation, Process Improvement, Program Planning and Evaluation, Project Management, Safety, Train-the-Trainer Series, Work Life Balance, Workforce Planning	UCSC	Human Resources	Barbara Perman bperman@ucsc.edu	\$25 - \$850 per class/program		Participant evaluation	Online registration		Not Shared
UCSC Staff Human Resources Training and Development – Technical Training Curriculum: Computer Basics, Computer Professionals, Database Management, Desktop Publishing, Spreadsheets, Presentations, Project Management, Web Development, Online Learning	UCSC	Human Resources	Barbara Perman bperman@ucsc.edu	\$30 - \$375		Participant evaluation	Online registration		Not Shared

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Online Learning thousands of courses in four areas: Office Productivity, Design and Media, Computer Basics and Computer Professional	UCSC	Human Resources	Barbara Perman bperman@ucsc.edu	\$30 - \$525		Participant evaluation	Online registration		Not Shared
Dining Services Training Program	UCSC	Dining Services	Scott Berlin sberlin@ucsc.edu						Not Shared
Academic Business Officers' Group (ABOG) Mentorship Program	UCSF	ABOG	Marge O'Halloran Halloran@anesthesia.ucsf.edu	Free to participants; managed by all-volunteer committee	20 staff per 18 months	Participant evaluations of both mentor and mentees. Currently working on retrospective evaluation project that will include all mentees for all program cycles	Application, supervisor approval strongly encouraged	UCSF Administrative Assistants III - Management Service Officers III or equivalent who are supervisors, entry level managers, or professional staff members are eligible to participate as mentorees Managers in Executive and MSP programs invited to serve as mentors	Not Shared
Turnaround program	UCSF	Center for Gender Equity	<u>Vanessa George</u> <a href="mailto:vgeorge@genderequity.ucsf.edu">vgeorge@genderequity.ucsf.edu</a>	Annually allocate \$1800 for food and room rental for mixers, orientations and graduation	6 to 10	Participants (Mentors and Mentorees) complete a "Working Agreement" at the beginning of the program. Midpoint and end of program participants complete surveys indicating their progress and outcome. If participants feel they have accomplished their goals in the Working Agreement, then program has been successful. Participants often receive promotions and reclassifications.	Application, supervisor approval required	Staff up to, and including, the Administrative Assistant II classification who have worked at UCSF for a minimum of one year	Not Shared
Career and Self Development Classes: Administrative Support Essentials, Problem Solving and Decision Making, Building a Partnership with Your Supervisor, Juggling Priorities and Projects	UCSF	Human Resources	Don Diettinger ddiettinger@hr.ucsf.edu	Free - \$35		Participant evaluation	Online registration		Not Shared
Management and Leadership: Manage with C.A.R.E, UCSF Budget Resource Management Overview, Empowering the Supervisor, Intro to Management	UCSF	Human Resources	Don Diettinger ddiettinger@hr.ucsf.edu	Free - \$35		Participant evaluation	Online registration	UCSF employees only	Not Shared

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Curriculum in Administrative Support Excellence (CASE)	UCSF	Human Resources	Don Diettinger ddiettinger@hr.ucsf.edu	Free - \$125		Participant evaluation	Online registration	UCSF employees only	Not Shared
Supervisory Certificate Program	UCSF	Human Resources	Don Diettinger ddiettinger@hr.ucsf.edu	Free - \$35		Participant evaluation	Online registration	UCSF employees only	Not Shared
UC Leadership Academy (for Academic Units)	UCI	HR/Org Development & Training UNEX & EVC	Bonni Stachowiak / bonni@uci.edu	175000 (to develop, but it will be significantly reduced once the content is completed)	30 staff per month	Understand leadership concepts and apply university  Communicate effectively orally and in writing  Establish ethical and moral understanding for decision-making	Application and Self or Supervisor Nomination	High potential UCI Staff	Not Shared
Effective Supervision Certificate Program	UCI	HR/Labor Relations & Consulting	David Cortez / dcortez@uci.edu	Varies Around \$2,000 Uses existing HR consultants and other managers to deliver topics 1FTE	20-40 staff per session  9 different topic sessions per year (increasing to 18 sessions per year - offer topics twice/yr)	Improve supervision skills and knowledge of university resources (increased use of University resources, decreased personnel issues)	None – self sign up for entire learning track or can choose to attend individual sessions.	Current supervisors and staff interested in becoming supervisors	Not Shared
Career Development Event Series	UCI	HR/Org Development & Training	Bonni Stachowiak / bonni@uci.edu	Varies Ranges from \$1,000 – 5,000 1.5FTE	100-200 per quarter (1 event per quarter)	Increased retention of staff Increased staff morale Increased numbers of staff applying for and obtaining higher level positions in university	None – self sign up	All staff related to directed population – some sessions dedicated to specific university groups at area leadership’s request	Not Shared
Supervisory Certificate Series	UCSD	HR/Staff Education & Development	Grace Balch gbalch@ucsd.edu	\$4,000 + 97 hours of presentations by HR professionals	432 participants in 2006	Follow-up sessions feedback and discussion.	Application, self-nomination, and eligibility screening.	UCSD supervisors	Not Shared
Middle Management Advance	UCSD	HR/Staff Education & Development	Grace Balch gbalch@ucsd.edu	12700 60 hours (1 professional staff, 1 support staff, plus volunteers)	357 Participants 2005	Written evaluations	VC nominations	UCSD middle managers	Not Shared
Business Leadership Forum	UCSD	HR/Staff Education & Development	Grace Balch gbalch@ucsd.edu	11800 (1 professional staff, 1 support staff, plus volunteers)	41 participants 2006	Written evaluations	VC nominations	UCSD business officers and financial managers	Not Shared
UCSD Internal Recruitment Program	UCSD	HR/Employment and Staffing	Michael Yates myates@ucsd.edu	\$16,663 + 7FTE @5%	300+ per month	Calculated by % of UCSD internal employees hired using this program	Application and Self Nomination	UCSD Employees	Not Shared
UCSD Career Connection Program	UCSD	HR/Equal Opportunity/Staff Affirmative Action and Employment and Staffing	Paula Doss pdoss@ucsd.edu	\$75,000 + 2FTE	1,700 staff per year	Staff promotions and retention	Registration (workshops); application (internships and Promotion Project); individual request (mentorship)	UCSD Staff	Systemwide

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MS Office Training	UCOP	HR/Benefits Systemwide Training	Erica.Ruff@ucop.edu	@ \$100 per class Taught by external teachers			Open	UCOP Staff	Not Shared
HR and Allied Professionals Conference	UCOP	Benefits Systemwide Training				equips professionals in traditional HR disciplines (Benefits, Compensation, Employee and Labor Relations, Employment, HRIS, and Training) as well as those in Academic Personnel, Affirmative Action, Equal Employment Opportunity and Diversity, Employee Assistance, Payroll, Risk Management, Vocational Rehabilitation, and Workers' Compensation with a broad-based appreciation and understanding of the inter-related functions and issues affecting UC employees.	Nominations	Systemwide	All Locations
Management Services Officers (MSOs) for the Future Development Program	UCD	Staff Development & Professional Services	Carina Celesia Moore ccmoore@ucdavis.edu		25 participants; 12 mentors during FY 2005-06	Talent development/Succession management; 11 personnel transactions to date	Self-nomination and written application; selection committee	Aspiring MSOs	UC Berkeley, UCOP, UC Davis Health System, UC Irvine, University of Kentucky, MIT, Harvard; UC ABOG
Leadership Development Program (LDP)	UCB				25 selected participants	LDP is an opportunity for the campus to develop highly skilled and motivated leaders to meet the challenges of the organization and to ensure success for themselves and the future of UC Berkeley. LDP strengthens leadership competencies and practices as participants gain the practical insight, knowledge, skills and confidence needed for leadership effectiveness.		High-potential, high-performing managers (those who manage people and/or major projects)	

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Student Affairs Officers (SAOs) for the Future	UC Davis	Staff Development, Work/Life and Child/Family Services	Carina Celesia Moore ccmoore@ucdavis.edu (530) 752-9681			The SAOs for the Future Development Program is intended to cultivate a diverse pool of highly talented and motivated staff interested in pursuing entry level academic SAO positions.		designed for 30 aspiring or entry-level SAOs. Priority is given to high-potential individuals who learn through a variety of experiences and who have one or more years of service at the UC Davis campus (past probation, career status)	Not Shared
Office of Administration (OOA) Business Services Leadership Development Program	UC Davis		Karen Hull kshull@ucdavis.edu (530) 752-6264			The purpose of this pilot program is to help managers and supervisors in OOA increase their effectiveness in their current roles as well as better prepare them for future roles in the organization.		Managers, supervisors and individual contributors in OOA Business Services units.	Not Shared
Leadership Academy	UCD HS		Kathryn Beckham Training & Development Kathryn.beckham@ucdmc.ucdavis.edu 916-734-8364			Leadership Academy Courses: ~Mental Models ~Leading Complex Organizations ~Leading With Emotional Intelligence ~Effective Writing ~Leadership Styles ~Managing Performance ~The Knowing – Doing Gap ~Faculty and Staff Teams ~Leading the Next Generation ~Difficult Conversations ~How We Talk! ~Power and Influence			New faculty and Manager Leading the staff
Women's Leadership Institute	UCD HS		Kathryn Beckham Training & Development Kathryn.beckham@ucdmc.ucdavis.edu 916-734-8364			Women in Leadership Roles. The Hard Work of Leadership: Courses:  Information Forthcoming		Women faculty and managers	

Exhibit 1

Program Name	Location	Sponsoring Dept/Div	Contact Name/Info	Cost/Staff Time	Number of Users (per ?)	Measures of Success	Selection Process	Target Audience	Shared With
Executive Leadership Consortium	UCD HS		Kathryn Beckham Training & Development Kathryn.beckham@ucdmc.ucdavis.edu 916-734-8364			UC Davis Graduate School of Management  Courses:  Information forthcoming The topics covered are very much in line with those presented at the Systemwide BOI, however, the focus is on presenting campus practices, policies, issues and resources.		Assistant Associate Directors	
UCI Business Officer Institute	UCI		Bonni Stachowiak, UCI's Training Manager			Eight month program with one module per month, as follows: 1. Principles and Qualities of Genuine Leadership 2. Clarifying Performance Expectations 3. Developing Others 4. Getting Good Information From Others 5. Correcting Performance Problems 6. Moving from Conflict to Collaboration 7. Handling Emotions Under Pressure 8. Giving Recognition		Managers and Business Officers	
Basic Leadership Development Program	UCI MC					Across two years, nurses participating in the Center will attend four semester-long courses, each including:  1. One full-day intensive classroom session taught by Center faculty and held on-		Supervisors/Managers	
Center for Frontline Nursing Leadership	UCI MC		Andrea Cochran acochran@uci.edu (714)456-5625					Frontline Nursing Leaders – CN IV's	



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Program Name	Location	Sponsoring Dept/Div	Contact Name/Info	Cost/Staff Time	Number of Users (per ?)	Measures of Success	Selection Process	Target Audience	Shared With
Nursing Leadership Academy	UCI MC		Andrea Cochran Lead Training & OD Analyst acochran@uci.edu (714)456-5625			Up to four curriculum modules Annual offering of leadership courses is delivered on-site at your institution by Academy faculty. Classes are highly interactive in nature and are designed to accommodate groups of up to 50 experienced nurse managers. NLA Independent Study Modules The narrower and more technical categories of hospital management are taught through independent study modules, designed to help individuals develop greater competency in specific skill areas. Modules are designed to reinforce and complement classroom course work.		Nurse Managers/ Nurse Educators/ Selected Nurse Supervisors	
Professional Development Program (PE)	UCLA		Robert Gibson, Director rgibson@chr.ucla.edu (310) 794-0879		20-25 annually	Retain, develop, and prepare professional employees for management and leadership roles		PSS 2-6 and equivalent classifications	

Exhibit 1

Program Name	Location	Sponsoring Dept/Div	Contact Name/Info	Cost/Staff Time	Number of Users (per ?)	Measures of Success	Selection Process	Target Audience	Shared With
Management Seminar Series	UCLA		Robert Gibson, Director rgibson@chr.ucla.edu (310) 794-0879		320 annually	Engage, educate, and inspire management community; nurture peer networks; expose managers to leading edge faculty and their research (partnership with UCLA Anderson School)  Annual quarterly half-day seminar series built around emerging management themes, trends, and challenges; feature lectures, case studies, break-outs, exercises, group discussions, reading references		Management (PSS 5 and up)	
Succession Management Organization Development Consulting Services	UCLA		Robert Gibson, Director rgibson@chr.ucla.edu (310) 794-0879		150 in FY2005/06	Raise awareness of succession management among organization heads (executives); share UCLA statistics and assess org-level challenges; develop road maps and options; roll-out leadership development initiatives in their		Senior managers, department & unit heads, line managers & supervisors	
Supervisory Training and Supervisory Certificate Series	UCLA		Robert Gibson, Director rgibson@chr.ucla.edu (310) 794-0879		800 annual enrollments	The series and related supervisory development training is designed to increase understanding of supervisory role requirements, strengthen awareness of behavioral strengths, and broaden mastery of employment policies and practices necessary to succeed in the supervision of others.		Supervisors and Managers	

Exhibit 1

Program Name	Location	Sponsoring Dept/Div	Contact Name/Info	Cost/Staff Time	Number of Users (per ?)	Measures of Success	Selection Process	Target Audience	Shared With
Stewardship Roundtable	UCLA		Dave Harmon dharmon@finance.ucla.edu		25-30 per session	Promote value to UCLA managers of their role as stewards of the public trust; demonstrate the benefits of searching multiple sources for answers to thorny questions		Managers and professionals	
UCSB SkillsMap Courses on Leadership and Management	UCSB		Melinda Crawford Manager, Training & Development, Employment melinda.crawford@hr.ucsb.edu 805-893-5781			Provide employees with focused, fast-track learning opportunities designed to complement existing UCSB staff training programs and to address key topics and fine-tune specific skills in such areas as leadership, management, and personal effectiveness.		All Employees	
Management Development Group	UCSB	Student Affairs	Barbra.Ortiz@sa.ucsb.edu Allyn.Fleming@sa.ucsb.edu	\$4000+ 0.30 FTE	12 staff twice a month	Staff morale, networking, promotion, advancement, etc.	Self-nomination, application, selection by committee.	UCSB Student Affairs staff	Some activities shared with UCLA and HR at UCSB
Professional Competency Program	UCSB	Housing & Residential Services	Patti Aijian paijian@housing.ucsb.edu 805-893-2862		10-12 employees	Provide participants with training on professional and core competencies designed to meet the needs of the department.  The program uses the Leadership Curriculum offered through Performance Development Solutions Company.		Housing & Residential Services staff from all levels	

Exhibit 1

Program Name	Location	Sponsoring Dept/Div	Contact Name/Info	Cost/Staff Time	Number of Users (per ?)	Measures of Success	Selection Process	Target Audience	Shared With
Leadership Development Program	UCSB	College of Letters & Science	Priscilla Mori pmori@lsc.ucsb.edu 805-893-5289		10-15 participants per year	Prepare participants for leadership positions in higher education.  A one-year professional development program for 10-15 participants that is designed to prepare staff participants to pursue leadership positions in the administration of academic departments in the College of Letters and Science at UCSB.		UCSB non-probationary career employees at a level of __Assistant III or above	
Work Leader Certificate Program	UCSD		Grace Balch Director Staff Education and Development gbalch@ucsd.edu 858-822-1700			The Work Leader Certificate Program is intended for those who wish to develop their ability to lead and direct the work of others.		Individuals who wish to develop their work leadership skills and knowledge.	
Leadership Development Program	UCSF	School of Medicine	Crystal Morris Interim Manager cmorris@hr.ucsf.edu (415) 476-2115			The Leadership Development Program provides an opportunity for a select group of individuals to enhance their careers in the School of Medicine and for the School to expand the pool of well-qualified candidates ready for advancement.		10-15 Candidates selected from the School of Medicine	
Performance Leadership Academy	UCSF MC					To elevate: • Leadership skills among UCSF Medical Center managers and directors • Overall management performance (providing management team with training in areas critical to organizational success) Both on-site and online leadership training and development offerings		UCSF Medical Center managers and directors	

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Program Name	Location	Sponsoring Dept/Div	Contact Name/Info	Cost/Staff Time	Number of Users (per ?)	Measures of Success	Selection Process	Target Audience	Shared With
Job Enrichment Program	UCSF MC				10 per year	Provide an opportunity for a very small group (under 10 participants) to interact with members of the Senior Leadership Council (comprised of the: Chief Executive Officer, Chief Operating Officer, Chief Information Officer, Chief Medical Officer, and Chief Financial Officer) each of whom serves in a teaching-mentoring capacity to the group			
Leadership Development Program	UCSF	Campus Life Services	Steve Leonoudakis: sleonoudakis@cls.ucsf.edu			Develop CLS Managers and Supervisors into leadership roles within CLS MDP is an opportunity to better prepare current scientific and operations leaders for Division / Laboratory management positions. Overall objective is to improve the professionalism and effectiveness of Laboratory managers.		Open to Campus Life Services Managers and Supervisors	
Manager Development Program (MDP)	LBNL		Karen Ramorino Manager Kbramorino@lbl.gov (510) 486-6316					For Division and Directorate leaders and above. Participants nominated by Division Directors and Laboratory senior executives.	
Professional Development Mini-Grants	UCSB	Division of Student Affairs	Allyn.Fleming@sa.ucsb.edu	(up to \$2500 for degree-bearing program, \$1000 for other activities)	70-80 staff throughout the year	Staff morale, increased competencies, enhanced leadership abilities, personal growth and professional development	Self-nominate with supervisor approval. Small committee selects scholarship recipients once a month	Student Affairs staff	Not Shared
Director/ Manager Internships	UCSB	Division of Student Affairs	Allyn.Fleming@sa.ucsb.edu	minimal	2-3 per year	Promotion/ advancement	Search internal to the division, or selection by control point	Student Affairs second-tier managers	Not Shared
Professional Development Conference	UCSB	Division of Student Affairs	Barbra.Ortiz@	\$16,000-\$20,000	400 staff once a year	Staff morale, more engaged staff, better understanding of campus resources, personal growth and professional development, team building	All staff are required to attend all day, unless their position prohibits them (e.g., child-care center)	Division of Student Affairs staff	Housing & Residential Services at UCSB, special guests