1. **Conduct “mini-Adquad” for HR department and implement recommendations (see attached memorandum for background information).**

   a. Retain external reviewer and complete external review—9/30/18 for HR staffing recommendations; 5/31/19 for completion of all process recommendations.

     Completed. External consultant hired and completed review and issuance of recommendations.

   b. Implement recommendations in 2 phases:

     i. HR Organizational/Staffing Recommendations—Sequenced, completed by January 15, 2019.

     Completed; HR staffing reorganization completed and results announced on January 15. New positions created; continuing to fill the same. Securing salary approval an issue on some.

     1. Include review of ODEI/HR relationship and structure.

     Completed; HR/ODEI staffing and organizational relationship reviewed and results announced on January 15; reorganization implemented. Hiring in progress for new director.

     NEW: Manage review of civil rights investigation function; implement associated recommendations. In process.

     ii. HR Process Recommendations (e.g., hiring process, including I-9’s; compensation review process)—April 15, 2019 for hiring process; others ongoing.

     New hiring process implemented; consolidates former ODEI functions and operates on a new online platform.

   ➢ **Alignment with Chancellor Goals:**

     ➢ Enables all HR contributions to goals.

     ➢ Hiring process improvements and HR/ODEI staff reorganization. Specifically support Goal 7, diversity hiring.

     ➢ Supports Goal 9, Planning.

     ➢ Also addresses creation of customer-service-oriented culture.
2. **Complete negotiations on open collective bargaining agreements**—by 10/31/18 for all non-parking issues; 3/31/19 for parking.

   Completed

   ➢ Alignment with Chancellor Goals: Goal 1, Budget for parking

3. **Automate paper HR processes.**


      Completed as of 7/1/19. This accomplishment under the leadership of Kim Burke, Krystle Santana and Henry Paquin is particularly notable as we have been extremely short staffed during this year in the wake of the reorganization. This was compounded for Kim and Krystle by the fact that their manager was on parental leave during the critical time period. Notwithstanding these challenges, the team rose to the occasion and brought this project across the finish line with aplomb. They have received numerous commendations for the strength of the training program they delivered to each department and college on campus.

   b. Implement electronic I-9 technology; consider centralizing I-9 management currently dispersed across campus—by 1/31/19.

      In progress. Testing environment implemented and initial training in progress.

      ➢ Alignment with Chancellor Goals: Goal 10, Excellence in Leadership/Management. Will promote customer service orientation and overall efficiency and effectiveness.

4. **Provide strategic support for fundraising organizational review and hiring needs, in collaboration with VC for Advancement**—begins immediately and ongoing through year.

   a. Specifics to be determined in collaboration with VC for Advancement following September 2018 start date.

      Completed as appropriate during FY19; additional items ongoing/on track. Initial staffing restructuring implemented. Strategically prioritized hiring plan devised and underway.
b. Meet with VC on regular bi-weekly basis from September 2018-December 2018 and as needed thereafter to ensure concentrated support for advancement staffing needs.

Regular meetings initiated and continuing; on track.

➢ Alignment with Chancellor Goals: Goal 5, Fundraising

5. Manage executive search for new VC for University Relations—begins immediately, target 3/1/19 for completion.

Search was initiated on schedule but subsequently put on hold to allow prior completion of organizational review

a. Work with Chancellor, leadership team, executive search firm and new VC hire to assess departmental structure and develop long term operational plan.

Completed organizational assessment with retained external consultant. Identified need for a chief marketing officer; identified search firm to assist with search for same.

b. Assist Chancellor in developing and implementing a plan for interim coverage of the campus’s communications and government relations needs.

Complete

➢ Alignment with Chancellor Goals: Goal 6, University Relations

6. Title IX—in collaboration with ODEI and Student Affairs, review and refine organizational structure for supporting Title IX function to ensure compliance and clarity for students and staff. Recommendations to Chancellor by 10/31/18; implementation by beginning of spring semester.

Completed transfer of function to report through VC of HR. Hiring underway for new director of office/Title IX Coordinator.

➢ Alignment with Chancellor Goals: Goal 4, Opening res halls/shift to 24/7

7. Support campus initiatives to consolidate distributed functions/promote efficiency. Ongoing as needed.

a. Support Provost’s Office in developing and implementing plan to consolidate finance and administrative functions for academic units. Date to be set in consultation with Provost’s Office.
Partially completed—HR and Provost’s Office working in close collaboration on implementation plan

b. Review use of post-retiree appointments campus-wide; report to Chancellor on same by 10/15/18.

Review is complete. Report to Chancellor is outstanding.

c. Support system office efforts to implementing identified shared services projects. Timeline will be set in accordance with system project plan.

Completed; worked in partnership with system office as requested.

➢ Alignment with Chancellor Goals: Goal 1, Budget; Goal 10, Excellence in Leadership/Management

8. Support all Chancellor goals by robustly contributing to campus leadership efforts

• NEW: Managed successful executive search for Dean, CSM; new hire starts August 2019
• NEW: Managed successful executive search for CIO; new hire started.
• NEW: Manage search for new VC for Enrollment Management and manage leadership transition in the area. Search is successfully underway; leadership transition successfully completed.
• NEW: In collaboration with Chancellor’s Chief of Staff, designed and implemented Chancellor’s Office administrative staffing reorganization.
• NEW: Manage leadership transition in CAPS; contribute to reorganization of area. Leadership transition successfully managed; implementation of reorganization underway in partnership with provost.
• NEW: Design and implement voluntary separation incentive program to contribute to attainment of budget goals. As of close of fiscal year, plan was finalized and under negotiation with campus unions.

➢ Alignment with Chancellor Goals: All goals, including Goals 2 (Student Success), 3 (On-line initiatives) and 8 (Capital Projects).

➢ Support for Goals 2 and 3 will also be provided in the form of HR support for related staffing needs.