UNIVERSITY OF CALIFORNIA

SYSTEMWIDE ORGANIZATIONAL EFFECTIVENESS
PROFESSIONAL SERVICES AGREEMENTS
MASTER CONTRACTS FOR SYSTEMWIDE ACCESS

USER GUIDE
(Second Edition Published May 2011)

Distributed By: Talent Management & Staff Development
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SYSTEMWIDE ORGANIZATIONAL EFFECTIVENESS AGREEMENTS USER GUIDE

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1. PURPOSE & CONTENT OF ORGANIZATIONAL EFFECTIVENESS AGREEMENTS

The Human Resources department, Office of the President, has completed two competitive bids (RFP’s) for consulting services to cover organizational effectiveness and staff development activities. The first was in April 2010 when twenty vendors were approved for systemwide contracts. The second was completed in March 2011 and added 18 vendors to the approved list. These master Professional Service Agreements (PSA’s) can be used for projects when the University does not have adequate internal resources. This number of firms allows the University to obtain a full range of services, to use specialist firms for projects requiring deep knowledge in specific functions, to provide local coverage for all campuses, to establish pricing alternatives for similar services, and to avoid capacity limitations caused by the relatively small size of many of the firms. Consulting services are available to both administrative and academic leadership and should assist managers in addressing or ganizational and staff development needs. Since vendors have been prequalified, a location will not need to conduct a separate bid process if the scope of the work falls within the terms of these agreements. The purpose of the services provided by the PSA’s is to improve productivity at the University through organization change and process improvements, and to facilitate increases in employee performance through professional/individual development.

By establishing these PSA’s ahead of specific needs, the University of California expects to be able to act quickly when needs arise and have access to competitive pricing already negotiated with approved vendors. The Chief Human Resources Officers (CHRO’s), or their designee, at each of the campuses, medical centers, and laboratories are responsible for coordinating the use of these contracts to ensure all local activity performed under them is consistent with their purpose, and to ensure requested services cannot be performed using internal resources.

In addition to these contracts, the University has established systemwide consulting arrangements with four major firms to provide a broad array of HR consulting services. The four firms are Deloitte Consulting LLP, Hewitt Associates, Mercer (US) Inc., and Towers Watson. Further details of these contracts can be found on the UCOP Purchasing Services Agreements database.

There is no retainer or other fee incurred as a result of establishing these agreements. Each project or engagement under the umbrella elements will be paid for by the sponsoring manager in accordance with delegated authorities. Some key components of these agreements are as follows:
1. **Services Provided:** These contracts cover a broad range of services: organization effectiveness including strategy development, organizational change, workplace culture, work process improvements, project management, job design, performance management, peer benchmarking, 360° assessments, diversity/inclusion programs, the design of talent management policies and practices, and team effectiveness. Staff development services are focused on areas such as job competencies, employee development assessments, new employee orientation, outplacement, personal coaching, leadership development, career advice, and conflict resolution. Very few contractors offer these services in their entirety.

2. **The Term of the Agreements:** The term is typically for three years. Further extensions of up to four optional 12-month periods are possible through mutual agreement. There is no dollar restriction in place on the use of these agreements.

3. **Letter of Engagement for Each Project:** It is essential that all projects undertaken as part of these agreements are initiated through a Letter of Engagement. The content is described in Exhibit B in each agreement. The Letter of Engagement should summarize the project, confirm pricing, identify where invoices are to be sent, specify the contact and timelines for the project, and provide details of the sponsor, department, and campus requesting the work. The local CHRO must be notified of each Letter of Engagement before work commences. No changes to the agreements’ general terms and conditions can be made in the Letter of Engagement.

4. **Pricing:** “Not to Exceed” pricing is stipulated in each contract and in most cases prevails for a three year term. In some contracts, the vendor offers discounts based on volume; however, all contracts include a “Fees-Special Considerations” clause that requests the contractor to consider specific pricing arrangements for each project Letter that provides fees below those listed in the agreement. **There is no obligation on the part of the contractor to grant such pricing improvements.**

5. **Account Management:** Engagements established under these master agreements are delegated to campuses, medical centers, and laboratories in accordance with the local authorities. No authorization or approval is required from the Office of the President. Departments/sponsors should communicate projects to their local Purchasing Departments so that the appropriate local purchase order or blanket order release can be established. Engagement details for each project (using Exhibit B of the Agreement) can either be copied or excerpted into the purchase order or release. Department/sponsors should ensure that invoices are paid on time and that project plans and quality assurance standards are established to their satisfaction. Contractors will separately report on a six monthly basis the systemwide projects that they are engaged in to UCOP Human Resources. These reports will be circulated to the campus Training and Development Directors; the first such report was published January 2011. Questions concerning these agreements can be addressed to John Cammidge (john.cammidge@ucop.edu) or to the local CHRO.
6. **Amendments to the Approved List of Contractors:** Periodically it is expected that new Requests for Proposals (RFP’s) will be issued to solicit bids for new vendors to close gaps that emerge in these covered services. Potential new contractors that are known locally may be referred to the campus CHRO or to John Cammidge (john.cammidge@ucop.edu) so that they can be included on the list of future RFP mailings. Vendors not on the approved list of systemwide contractors may also be used at local discretion. In these situations, it is expected that a standard Professional Services Agreement (PSA) will be necessary to engage the firm’s services. Advice should be sought from the local Purchasing function.

2. **LOCATION ACCESS TO AGREEMENT PROCESS FOR ENGAGEMENT**

The following describes the basic process if a UC location chooses to engage one of the firms listed below through the use of a pre-established systemwide Professional Services Agreement (PSA’s):

**April 2010 Approved Vendors**

Archstone Consulting  
Aspire Consulting  
Blessing White, Inc.  
Ewins & Winby  
Huron Consulting  
Insignium Performance  
Jackson Project Services  
KH Consulting Group  
La Piana Consulting  
Lee Hecht Harrison  
Mary Beth Baker  
Mason Smith Success Factors  
MGT of American  
Organizational Excellence  
PDI Ninth House  
Right Management  
I4 Process  
TalentSmart  
The Consulting Team  
York Consulting Team

**March 2011 Approved Vendors**

Abeles & Associates  
B.E. Smith  
Barbeau Associates  
Barnes & Conti  
Demeter Matrix  
Envisia Learning  
Innovative Learning  
Jackson Hole Group  
K. Iwata & Associates  
Miriam Abrams & Associates  
Mojdeh Rezaee  
People on the Go  
Powers Consulting  
ROI Consulting  
Scott Madden  
Solution Strategies  
Sonoma Leadership Systems  
Torchiana, Mastrov & Sapiro

These contracts may be used for engagements irrespective of project cost. The department/project sponsor must develop the project scope, timing, estimated hours, and deliverables directly with the services firm. They may consult with as many firms on the list as they choose to identify the best vendor available for their needs.
Alternatively, they may request the local Human Resources function (with the assistance of UCOP HR as appropriate) to conduct this due diligence for them.

Once a contractor has been chosen, the contractor should be asked by the department/project sponsor to notify the location’s CHRO (or designated representative) of the project. This can be accomplished by having the contractor share a copy of the Letter of Engagement with the CHRO.

Once the CHRO has confirmed that the project can go forward under the terms of the master agreement, it is the department/project sponsor’s responsibility to ensure that the Engagement Letter (using the format of Exhibit B – copy attached at the end of this section) is completed and signed by all parties before work may begin. In accordance with the requirements of the master agreement, engagement letters must include:

- References to the Master Agreement (account number and service provider name);
- Description of project scope and objectives;
- Period of performance and established number of hours;
- Name of UC client sponsoring the work and name of local HR office notified;
- The deliverables including work methodology, groups to be involved, reports/presentations to be made, and work completion date;
- Fees and expenses; and
- Name of contractor, project lead, and consulting staff assigned to the project.

The location has full discretion in contracting for or organizational effectiveness services under these Master Agreements. Direction of the project and development of performance standards are managed at the local level and at the location’s discretion. Billing, project, and purchase order management will be the responsibility of the location, the appropriate Material Manager and the consulting firm.

Should the scope of the initial project change/expand, the location should execute an Amendment to the Engagement Letter and have it signed locally by the appropriate, authorized UC person.

Local projects should not duplicate or be in conflict with other University initiatives. Upon request, UCOP HR will inform the location requesting access to a Master Agreement if similar projects are underway at other locations.
The cost of all projects must be funded locally and in accordance with prevailing budget and authorization requirements. If you wish to discuss any of the following, you are welcome to contact John Cammidge (john.cammidge@ucop.edu; 510-987-0141):

- Help in identifying each firm’s strengths, similar projects that the firm might have performed in the recent past;
- Fee structure;
- Liability limitations and contract terms;
- References that might be taken to validate a contractor’s competency to perform a specific project; and/or
- Any other aspect of administration and management related to these Master Agreements that has not been addressed by this User Guide.

If a contractor needs access to a campus HR representative or other potential local business partners, they must first contact UCOP HR for assistance.
EXHIBIT B

UNIVERSITY OF CALIFORNIA

SAMPLE CONTENT FOR LETTER OF ENGAGEMENT
TO PROVIDE ORGANIZATIONAL EFFECTIVENESS AND
STAFF DEVELOPMENT SERVICES

1. SUMMARY DESCRIPTION OF PROJECT, ACCOUNT NAME, NUMBER, AND
SERVICE PROVIDER NAME

2. PERIOD OF PERFORMANCE TO EXTEND FROM ___________ TO ___________

3. CLIENT SPONSORING THE WORK AND LOCAL HUMAN RESOURCES OFFICE

4. START AND FINISH DATES FOR THIS PROJECT

5. METHODOLOGY TO BE USED

6. ESTIMATED CONSULTING TIMES

7. PROJECT COST INCLUDING OVERALL MAXIMUM AMOUNT

    Specify consulting fees separate from other expenses.

Note: Project Scope, Project Objectives, and Project Deliverables should be spelt out by
the chosen consultant, either in its cover letter or in this Letter of Engagement.
EXECUTING OFFICIALS

This Engagement Letter is hereby executed by:

__________________________________________________________________________

The Regents of the University of California          Date

__________________________________________________________________________

For the Contractor: Representative Name            Date
3. SERVICES PROVIDED

A summary list of services provided under these master agreements is as follows:

<table>
<thead>
<tr>
<th>Organizational Effectiveness</th>
<th>Staff Development Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Change Management</td>
<td>• 360 Degree Assessments</td>
</tr>
<tr>
<td>• Diversity &amp; Inclusion</td>
<td>• Career Management</td>
</tr>
<tr>
<td>• Employee Engagement</td>
<td>• Competency Requirements</td>
</tr>
<tr>
<td>• Ethics/Compliance</td>
<td>• Conflict Resolution</td>
</tr>
<tr>
<td>• Leadership Improvement</td>
<td>• E-Learning</td>
</tr>
<tr>
<td>Strategies</td>
<td>• Employee Assessments</td>
</tr>
<tr>
<td>• Organizational Design</td>
<td>• Leadership/Management</td>
</tr>
<tr>
<td>• Peer Benchmarking and Best</td>
<td>Development and Training</td>
</tr>
<tr>
<td>Practices</td>
<td>• New Employee</td>
</tr>
<tr>
<td>• Performance Management</td>
<td>Orientation/Onboarding</td>
</tr>
<tr>
<td>• Project Management</td>
<td>• Outplacement Services</td>
</tr>
<tr>
<td>• Shared Services</td>
<td>• Personal Coaching</td>
</tr>
<tr>
<td>• Strategy Development</td>
<td>• Selection Processes</td>
</tr>
<tr>
<td>• Talent Management</td>
<td>• Skills Training and Job</td>
</tr>
<tr>
<td>• Team Effectiveness</td>
<td>Cross Training</td>
</tr>
<tr>
<td>• Training Strategies</td>
<td>• Staff Development</td>
</tr>
<tr>
<td>• Work Process Redesign</td>
<td>• Succession Planning</td>
</tr>
<tr>
<td>• Workplace Culture and</td>
<td></td>
</tr>
<tr>
<td>Behaviors</td>
<td></td>
</tr>
</tbody>
</table>

Interpretation and application of these agreements to a specific project may be discussed with UCOP HR for further clarification.
4. SAMPLE CONTRACT

Standard contract language is used in all of the Master Agreements. Slight variations may occur because of specific requirements negotiated by an individual contractor.

Attached is the standard language that is used with all potential contractors under this systemwide services initiative.
This agreement (the “Agreement”) to furnish certain organizational effectiveness and staff development professional services is made as of_________________, 20___ by and between THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, a California public corporation (hereinafter called “the University”) and _________________, a California corporation (hereinafter called “Contractor”).

I. NATURE AND PLACE OF SERVICE

The Contractor shall furnish to the University unbundled Professional Services for various organizational effectiveness and staff development services, to be available to both administrative and academic leadership to assist them in addressing staff and faculty organization and development needs, as more fully described in Exhibit A to this Agreement, attached hereto and incorporated herein by this reference.

These services may be delivered through local Human Resources offices or directly through the sponsoring manager at the location. In some cases, these services will involve assisting internal University resources rather than all the work being conducted by the Contractor. In all cases, the campus, medical center, Lawrence Berkeley National Laboratory, or equivalent entity’s Chief Human Resources Officer (or designated representative) must be notified by the Contractor before starting work, to coordinate all local activity performed under this Agreement, to approve eligibility of services under the contract, to confirm that the services are necessary and cannot be provided by internal resources, and to confirm that each project can go forward under the terms of this Agreement. The local Human Resources office is also responsible for monitoring and reporting on Contractor effectiveness so that the most appropriate Contractor can be chosen for future contracts.

1. Organizational Effectiveness

1.1. Assist leaders and work groups with organizational audits, strategy development and process facilitation, organizational restructuring, work process studies and improvements, change management, and implementation support through leadership and process management.
1.2. Guide the restructuring of organizations through the development of appropriate positions and descriptions, job redesign, reporting relationships, skill needs, and resource requirements.

1.3. Assess and advise on work processes, process improvements and required policies, procedures and resources to optimize efficiency and effectiveness in specified departments.

1.4. Review and recommend on human resources solutions required to support organization realignments and changes in work processes. Provide advice and develop materials to support communications to help implement recommendations including guidance on change management techniques.

1.5. Assess performance management policies and techniques; recommend changes and assist with implementation of same to accomplish productivity improvements.

1.6. Provide peer benchmarking information and data on external best practices and submit written reports as requested; advise on best practice transfer.

1.7. Assess and assist with the development of work place behaviors that establish common culture and values focused on achieving the goals of departments/divisions/campuses.

1.8. Recommend appropriate competencies that leaders, managers and employee groups should possess, and diagnostic tools and methods for testing/assessing the possession of these competencies.

1.9. Improve the effectiveness, credibility, and reputation of leaders and their supporting business culture.

1.10. Increase the division/department/campus’s ability to attract, develop, and engage high quality, diverse, high performing employees.

1.11. Consult on talent management, succession planning, career management, individual development planning and other staffing methodologies to ensure that qualified human resources are available currently and prospectively to fulfill the mission and responsibilities of the University of California.

1.12. Provide project management services and instructional support for organizational effectiveness and staff development initiatives.

1.13. Design and deliver strategies and programs to build team effectiveness and increase team performance.

2. **Staff Development Services**

2.1. Identify, assess, and report on criteria and competencies that candidates should possess in terms of selection and development for a particular position or positions; conduct and report on staff evaluations and assessments against same criteria and competencies.

2.2. Provide guidance and support for effective on-boarding, employee orientation and assimilation of new employees.
2.3. Provide out placement services, including specialist programs for managers, long service staff, senior professionals and other difficult-to-place employees.

2.4. Conduct individual employee development assessments and assist with preparation of individual development plans; conduct and report on 360 degree assessments and other work preference behavior and EQi studies; conduct interviews with peers, superiors, subordinates, and other stakeholders. Assist with performance standards, metrics, ratings, and rankings.

2.5. Provide coaching to individual managers, professionals, and faculty to enhance their effectiveness and increase their contribution to the University; establish project plans with measures and timelines, use input from employee, the manager, and others as appropriate to develop performance improvement plans. This service includes the ability to support specialist employee groups such as attorneys, public safety staff, athletics personnel, and faculty in addition to the more conventional administrative groups.

2.6. Recommend and implement necessary leadership development and training such as team building, performance management, client service, implementing business initiatives, influencing others, relationship management and collaboration, results orientation, change management, effective communications, decision making, strategic planning, and process improvement; provide training in accordance with needs identified. Review and recommend on appropriate delivery channels, including E-learning, for this training.

2.7. Conduct career assessments and develop career management programs, career support tools, and related processes that will enable career advancement.

2.8. Recommend and implement necessary staff development programs and training to address current job needs and job cross-training.

2.9. Provide conflict resolution interventions and support.

The scope of services above and the terms herein supersede those in Contractor's proposal to the University.

Written reports will be required to demonstrate development activity.

Non-Exclusivity: Contractor acknowledges that this Agreement is non-exclusive and that the University retains the right to use other organizational assessment firms during the Period of Engagement.
II. TERM OF AGREEMENT

A. The period of performance for this Agreement shall be from ______________ through ______________, subject to further extension of up to four optional 12-month increments by mutual agreement of the parties and issuance of an amendment to this Agreement.

B. The University may terminate this Agreement for convenience at any time by giving the Contractor ten (10) calendar days written notice of such action.

If the University should terminate this Agreement, the University will only be obligated to pay fees for work performed and incidental expenses incurred through the date of termination, and then only for work and expenses that have been approved in advance in accordance with the terms of this Agreement.

Each assignment under the terms of this Agreement will be subject to an approved Letter of Engagement based on the format more fully described in Exhibit B. The campus, medical center, Lawrence Berkeley National Laboratory or equivalent entity Chief Human Resources Officer or designated representative must approve the Letter of Engagement to confirm that the project falls within the terms of this Agreement and can proceed under the terms of this Agreement. The Contractor is responsible for assigning the right consultant(s) to fit the needs of the specific assignment.
III. COMPENSATION AND REIMBURSEMENT OF EXPENSES

A. Professional Fee: The Contractor shall work on a time and materials basis, in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Hourly Rate</th>
<th>Daily Rate (8 Hours)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Consultant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Staff</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If the Contractor utilizes associates that possess position titles more junior than the above, the Contractor agrees to negotiate lower professional fee rates as part of the Engagement agreement.

B. Other Expenses: In addition, the University agrees to reimburse the Contractor for all necessary travel expenses associated with the services including travel to University sites at the University’s request or face-to-face meetings with named individuals if the University so requests. Mileage shall be reimbursed at the current IRS rate. Other expenses shall be reimbursed at actual cost, upon presentation of receipts, and invoiced monthly with invoices for professional services. No additional out-of-pocket expenses shall be paid without advance written authorization from the University. Travel expenses shall comply with University travel policy.

C. Fees – Special Considerations: The Contractor agrees to consider specific arrangements for each Engagement that offers fees below the above amounts. There is no obligation on the part of the Contractor to grant improvements on the above fee structure.

D. Payments: The Contractor shall submit invoices monthly on the last day of the month to the Accounts Payable Department at the respective campus/UC location. The University shall pay the Contractor invoices within thirty (30) calendar days of receipt of acceptable invoices.

IV. REPORTING

In performing services hereunder, Contractor shall report to the appropriate Project Sponsor at the corresponding UC location. At a minimum, Contractor shall provide the following reports on a bi-annual (every 6 months) basis to the local campus Project Sponsor, with a copy to the following:

John Cammidge
Special Assistant, Human Resources
University of California Office of the President
1111 Franklin Street, 5th Floor
Oakland, CA 94607
REPORTING DETAIL:

- DETAIL OF PROJECT(S)
- SPONSORING MANAGER
- DIVISION
- CAMPUS
- CURRENT STATUS
- COST TO DATE
- EXPECTED COMPLETION DATE

V. TAXES

The compensation paid to the Contractor under the terms of this Agreement shall include any applicable taxes except those on the income of the Contractor.

VI. ASSIGNMENT OR SUBCONTRACTING

The Contractor may not assign or transfer this Agreement or any interest therein or claim there under, or subcontract any portion of the work there under, without the prior written approval of the University. If the University consents to such assignment or transfer, the terms and conditions of this Agreement shall be binding upon any assignee or transferee.

In addition, no work accepted by the Contractor can then be subcontracted out overseas to any entity, individual or overseas agency/service.

VII. PATENTS

Whenever any invention or discovery is made or conceived by the Contractor in the course of or in connection with this Agreement, the Contractor shall promptly furnish the University complete information with respect thereto and the University shall have the sole power to determine whether and where a patent application shall be filed and to determine the disposition of title to and all rights under any application or patent that may result. The Contractor will, at University expense, execute all documents and do all things necessary or proper with respect to such patent applications. The Contractor is specifically subject to an obligation to assign all right, title, and interest in any such patent rights to the University as well as all right, title, and interest in tangible research products embodying such inventions or discoveries whether the inventions or discoveries are patentable or not.
VIII. COPYRIGHT

The University shall own, solely and exclusively, the copyright and all copyright rights to any written or otherwise copyrightable material delivered under this Agreement, with the exception of those materials that are copyrighted prior to this engagement, in which case the copyright of those materials shall remain with the original author and shall not pass to the University. The Contractor warrants that all creators of copyrightable material delivered under this Agreement to the University are, at the time of the material’s creation, bona fide employees or subcontractors of the Contractor, and that such creation is within the course and scope of the creator’s employment.

X. INDEMNIFICATION

Contractor shall defend, indemnify and hold University, its officers, employees and agents harmless from and against any and all liability, loss, expense (including reasonable attorneys' fees), or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense, attorneys' fees or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of Contractor, its officers, agents or employees.

University shall defend, indemnify and hold Contractor, its officers, employees and agents harmless from and against any and all liability, loss, expense (including reasonable attorneys' fees), or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense, attorneys' fees or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of University, its officers, agents or employees.

XI. CONTRACTOR’S LIABILITY AND INSURANCE REQUIREMENTS

A. Contractor shall defend, indemnify, and hold the University, its officers, employees, and agents harmless from and against any and all liability, loss, expense (including reasonable attorneys’ fees), or claims for injury or damages that are caused by or result from the negligent or intentional acts or omissions of Contractor, its officers, agents, or employees.

B. Contractor, at its sole cost and expense, shall insure its activities in connection with the work under this Agreement and obtain, keep in force, and maintain insurance as follows:
C. Comprehensive or Commercial Form General Liability Insurance (contractual liability included) with limits as follows:

1. Each Occurrence $1,000,000
2. Products & Completed Operations $2,000,000
3. Personal and Advertising Injury $1,000,000
4. General Aggregate (Not applicable to the Comprehensive Form) $2,000,000

If the above insurance is written on a claims-made form, it shall continue for three years following termination of this Agreement. The insurance shall have a retroactive date of placement prior to or coinciding with the effective date of this Agreement.

D. Business Automobile Liability Insurance: Coverage for Owned, Non-Owned, Scheduled & Hired Each Occurrence Combined Single Limit – $1,000,000.

E. Professional Liability Insurance with a limit of $2,000,000 Aggregate and $2,000,000 each claim. If this insurance is written on a claims-made form, it shall continue for three years following termination of this Agreement. The insurance shall have a retroactive date of placement prior to or coinciding with the effective date of this Agreement.

F. Workers’ Compensation as required by California State law.

It should be expressly understood, however, that the coverage and limits referred to under A., B., and C. above, shall not in any way limit the liability of Contractor. Contractor shall furnish the University with certificate(s) of insurance evidencing compliance with all requirements prior to commencing work under this Agreement.

Such certificate shall:

1. Provide for thirty (30)-days advance written notice to the University of any modification, change, or cancellation of any of the above insurance coverage.

2. Indicate that The Regents of the University of California has been endorsed as an insured under the coverage referred to under a., b., and c.
3. Include a provision that the coverage will be primary and will not participate with nor be excess over any valid and collectible insurance or program of self-insurance carried or maintained by the University.

It should be further understood that the provisions under (2) and (3) above shall only apply in proportion to and to the extent of the negligent act or omissions of Contractor, its officers, agents, or employees.

XII. RECORDS ABOUT INDIVIDUALS

The State of California Information Practices Act of 1977, as well as University policy, sets forth certain requirements and safeguards regarding records pertaining to individuals, including the rights of access by the subject individual and by third parties. If Contractor creates records about an individual of a confidential or personal type, including notes or tape recordings, the information shall be collected to the greatest extent practicable directly from the individual who is the subject of the information. When collecting the information, Contractor shall inform the individual that the record is being made and the purpose of the record. Use of recording devices in discussions with employees is permitted only as specified in this Agreement.

XII. OWNERSHIP AND ACCESS TO RECORDS

While ownership of confidential or personal information about individuals shall be subject to the negotiated agreement between the University and the Contractor, records will normally become the property of the University and subject to state law and University policies governing privacy and access to files.

XIV. EXAMINATION OF RECORDS

The University, and if the applicable contract or grant so provides, the other contracting party or grantor (and if that be the United States, or an agency or instrumentality thereof, then the Controller General of the United States) shall have access to and the right to examine any pertinent books, documents, papers, and records of the Contractor involving transactions and work related to this Agreement until the expiration of five (5) years after final payment hereunder. Contractor shall retain project records for a period of five (5) years from the date of final payment.
XV. CONFLICT OF INTEREST

1. Contractor shall not hire any officer or employee of the University to perform any service covered by this Agreement. If the work is to be performed in connection with a Federal contract or grant, Contractor shall not hire any employee of the United States government to perform any service covered by this agreement.

2. Contractor affirms that to the best of his/her knowledge there exists no actual or potential conflict between Contractor’s family, business, or financial interests and the services provided under this Agreement, and in the event of change in either private interests or service under this agreement, any question regarding possible conflict of interest which may rise as a result of such change will be raised with the University.

3. Contractor shall not be in a reporting relationship to a University employee who is a near relative, nor shall the near relative be in a decision-making position with respect to Contractor.

XVI. AFFIRMATIVE ACTION

Contractor recognizes that as a federal and state government contractor or Subcontractor, the University of California is obligated to comply with certain laws and regulations of the federal and state government regarding equal opportunity and affirmative action. When applicable, Contractor agrees that, as a government subcontractor, the following are incorporated herein as though set forth in full: the non-discrimination and affirmative action clauses contained in Executive Order 11246, as amended by Executive Order 11375, relative to equal employment opportunity for all persons without regard to race, color, religion, sex or national origin, and the implementing rules and regulations contained in Title 41, part 60 of the Code of Federal Regulations, as amended; the non-discrimination and affirmative action clause contained in the Rehabilitation Act of 1973, as amended, as well as the Americans With Disabilities Act relative to the employment and advancement in employment of qualified individuals with disabilities, and the implementing rules and regulations contained in Title 41, part 60-742 of the Code of Federal Regulations; the non-discrimination clause of the Vietnam Era Veterans Readjustment Assistance Act of 1974 relative to the employment and advancement in employment of qualified special disabled veterans and Vietnam era veterans without discrimination, and the implementing rules and regulations in Title 41, part 60-250 of the Code of Federal Regulations; and the non-discrimination clause required by California Government Code Section 12900 relative to employment opportunity for all persons without regard to race, religion, color, national or origin, ancestry, physical handicap, medical condition, marital status, age, or sex, and the implementing rules and regulations of Title 2, Division 4, Chapter 5 of the California Code of Regulations. Contractor, as a government subcontractor, further agrees that when applicable it shall provide the certification
of non-segregated facilities required by Title 41, part 60-1.8 (b) of the Code of Federal Regulations.

XVII. CONFIDENTIALITY

The Contractor agrees that any information received during any furtherance of the Contractor's obligations in accordance with this contract which concerns the personal, financial or other affairs of the University will be treated by the Contractor in full confidence and will not be revealed to any other persons, firms or organizations.

The Contractor will use best efforts and reasonable diligence to:

A. Use such Confidential Information only for internal business purposes;

B. Protect supplied Confidential Information in the same manner as the Contractor protects its own Confidential Information;

C. Not make copies of any such Confidential Information or any part thereof without the written consent of the University;

D. Not disclose to others any such Confidential Information or any part thereof without the written consent of the University;

E. To reasonably limit dissemination of such Confidential Information to persons within the Contractor's organization who have a need to know or utilize such Confidential Information.

Except for Contractor's Proprietary Information, as defined below, any documentation developed in conjunction with this Agreement will be considered the property of the University, and be subject to state law and University policies governing privacy and access to files.

Contractor Proprietary Information: All proprietary information, patents, registered and unregistered trademarks, trade names, trade secrets, copyrights, prototypes, inventions, logarithms, designs, compilations, client information, candidate information, source lists, candidate reports, assessment results and tools, computer software programs, databases, including but not limited to Contractor's databases and all information therein, or any document related thereto that were known or possessed by Contractor independent of or prior to the services provided hereunder ("Contractor Proprietary Information") shall remain the sole and exclusive property of Contractor and in no event shall this Agreement be construed as a license to use or disclose such Contractor Proprietary Information by University.

XIII. NON-WAIVER

Waiver or non-enforcement by either party of a term or condition shall not constitute a waiver or non-enforcement of any other term or condition or of any subsequent breach of the same or similar term or condition.
XIX. NO THIRD-PARTY RIGHTS

Nothing in this Agreement is intended to make any person or entity who is not signatory to the agreement a third-party beneficiary of any right created by this Agreement or by operation of law.

XX. PUBLICITY

Contractor will not appropriate or make use of University's name or any of University's trade or service marks or property, in any advertising or otherwise, without prior written consent of University. If University grants written consent to use University's name and/or trade or service marks, for advertising, endorsement, or promotion, University shall have the right to reject any such use proposed by Contractor which in University's sole discretion violates University's standards of advertising or is inconsistent with University's role and reputation as a public institution of higher education.

XXI. STANDARD FOR PERFORMANCE

The parties acknowledge that the University, in selecting Contractor to perform the services hereunder, is relying upon Contractor's reputation for excellence in the performance of the services required hereunder. Contractor shall perform the services in the manner of one who is a recognized specialist in the types of services to be performed. Contractor will use its best efforts to comply with the deadlines set forth in the Agreement and shall devote such time to performance of its, her, or his duties under this Agreement as is reasonably necessary for the satisfactory performance of such duties within the deadlines set forth herein. Nothing in the foregoing shall be construed to alter the requirement that time is of the essence in this Agreement.

XXII. REPRESENTATIVES

Any changes to this Agreement may be made only by the following representative(s) of the University, or their successors as designated in writing:

Diane L. Diotte, C.P.M.
Principal Buyer & Supervisor, UCOP
UCLA Campus Purchasing
10920 Wilshire Boulevard, Suite 650
Los Angeles, CA 90024

XXIII. ENTIRE AGREEMENT

This Agreement contains the entire Agreement between the parties and supersedes all prior written or oral agreements with respect to the subject matter herein. Any modification to this Agreement must be executed on designated University Amendment to Professional Services Agreement Forms.
XXIV. APPLICABLE LAW

The law of the State of California, except its conflicts of law’s provisions, shall govern this Agreement. The exclusive jurisdiction for any and all actions arising out of or brought under this Agreement is in court of competent jurisdiction, federal or state, situated in the county in the State of California in which the University campus is located or, where the procurement covers more than one campus or the Office of the President, the exclusive venue is Alameda County, California.

APPROVALS:

CONTRACTOR

_______________________________
Signature/Date

_______________________________
Printed Name

_______________________________
Title

_______________________________
Employer Identification Number

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

_______________________________
Signature/Date

_______________________________
Responsible Administrative Official
Printed Name

_______________________________
Title

_______________________________
Responsible Program Official
Printed Name

_______________________________
Title

*PRIVACY NOTICE

If the Employer Identification Number is not used, the Social Security Number must be shown. Pursuant to Federal Privacy Act of 1974, you are hereby notified that disclosure of your Social Security number is required pursuant to Sections 6011 and 6051 of Subtitle F of the Internal Revenue Code and Regulation 4, Section 404, 1256, Code of Federal Regulations, under Section 218, Title II of the Social Security Act, as amended.
EXHIBIT A

UNIVERSITY OF CALIFORNIA
ORGANIZATIONAL EFFECTIVENESS AND STAFF DEVELOPMENT SERVICES

NAME OF FIRM ________________________________________________________

NOTE: Please indicate services/processes offered by your firm by checking the appropriate box(es) below; if the service/process is not offered, leave box blank.

A. SERVICES OFFERED BY OUR FIRM

1. Organizational Effectiveness
   - Work Process assessments and improvements; policy and procedure reviews; focus on efficiency and effectiveness
   - Restructuring of Organizations to improve effectiveness/productivity; business transformations; organizational communications
   - Job Restructuring and Design, Reporting Relationships, Accountabilities and Authorities, Required Resources and Skill Requirements
   - Change Management including Effective Communications and new Skills Development
   - Performance management policies and processes; productivity improvement programs
   - Best Practice Reporting and Transfer
   - Culture, Values, Workplace Behaviors and Leadership Support
   - Identifying employee competencies needed for success, and testing techniques; use of competency assessments, EQi and personality assessments, testing and related diagnostic tools
   - Identifying and developing leaders; measuring leadership effectiveness; establishing strategies for attracting and engaging high quality, diverse, high performing employees
   - Employee engagement assessments and development of High Performing organizations
   - Talent Management and Succession Planning
   - Career Management programs and processes; coaching, mentoring, development planning, etc
   - Strategies and programs for team building and increasing team performance
2. Staff Development Services

- Staffing Assessments and Evaluations; Aligning Organization Capabilities with Individual Competencies; Position Selection Criteria, Testing and Development Planning
- On-Boarding and New Employee Orientation
- Individualized general and specialized Outplacement Services
- Development Tools and Assessments (360° Reviews, Behavioral Assessments) and Individual Development Planning and Training
- Personal Effectiveness Coaching
- Design and Delivery of Management and Leadership Development Programs
- Career Assessments and Individual Career Coaching/Counseling
- Conflict Resolution issues

B. WORK PROCESSES USED BY OUR FIRM

- Development and Understanding of Division Needs. The Contractor will meet with the sponsoring manager and other key individuals important to the assignment to understand the organization's culture, operating structure, and needs. The Contractor will coordinate with the local Human Resources function to confirm that all work planned to be performed is subject to the terms of the Agreement and that the project is evaluated on completion under the Quality Assurance process.

- Develop a Project Plan. A written project plan will be established with the agreement of the sponsoring manager and will include clearly articulated outputs, metrics to measure success, accountabilities, and timelines. The document serves as an information piece to monitor the success of the assignment; revisions to the plan and changes in priority will be agreed with the supervising manager during the implementation phase.

- Perform Services. Upon the University's approval of the Project Plan, the Contractor will implement all agreed upon services within established timelines. Periodic written check-ins with the sponsoring manager will be conducted to ensure that the project remains on target and is successful.

- Quality Assurance. At the end of the assignment, the Contractor will request that the sponsoring manager complete a Quality of Service and Satisfaction Survey to ensure that services actually delivered met the executive's expectations. The Contractor also agrees to participate in any UC Quality Assurance reporting process established for all vendors under the Organizational and Staff Development Services Agreements. Contractor accepts that this information may be shared with other potential University of California clients as part of an assessment mechanism to enable the selection of the most appropriate Contractor for a particular Engagement.
EXHIBIT B

UNIVERSITY OF CALIFORNIA

SAMPLE CONTENT FOR LETTER OF ENGAGEMENT
TO PROVIDE ORGANIZATIONAL EFFECTIVENESS AND
STAFF DEVELOPMENT SERVICES

1. ACCOUNT NAME, NUMBER, AND SERVICE PROVIDER NAME
2. PERIOD OF PERFORMANCE TO EXTEND FROM ___________ TO ___________
3. CLIENT SPONSORING THE WORK AND LOCAL HUMAN RESOURCES OFFICE
4. START AND FINISH DATES FOR THIS PROJECT
5. METHODOLOGY TO BE USED
6. ESTIMATED CONSULTING TIMES
7. PROJECT COST INCLUDING OVERALL MAXIMUM AMOUNT

Specify consulting fees separate from other expenses.

Note:  Project Scope, Project Objectives, and Project Deliverables should be spelt out by the chosen consultant, either in its cover letter or in this Letter of Engagement.

EXECUTING OFFICIALS

This Engagement Letter is hereby executed by:

_____________________________________  _________________
The Regents of the University of California   Date

_____________________________________  _________________
For the Contractor: Representative Name         Date
5. CONTRACTOR MARKETING SUMMARIES OF SERVICES OFFERED

During the Request For Proposal process, each contractor was invited to prepare a two-page summary of the firm and its capabilities, and give examples of projects performed that would be relevant to UC.

These documents follow in this section and are presented in alphabetical order.

Any questions concerning these firms or summaries may be reviewed with John Cammidge (john.cammidge@ucop.edu; 510-987-0141).
Abeles and Associates is a leadership and organizational development consulting partnership of business leaders who recognize the complexity of today’s challenges, and have the resources and track record to help you succeed. Individually, we bring years of experience in the areas of organizational, team and individual leadership development and have worked with clients of all sizes in a variety of industries including the UC system. Collectively, our mission is simple: To help our clients improve their organization’s results. We do this by focusing on three key levels:

**Strategic Level** – Successful companies must focus on the future as well as the here and now. Abeles and Associates consultants are well versed in helping organizations take a critical look at various strategic issues that can impact their structure and profitability. We can assist you in times of transition with our change management and succession planning tools. Through strategic planning and competency identification you will find clear direction and a renewed sense of purpose. In every instance, we work with you to answer the hard questions, because we know that in doing so we are creating a catalyst for change...for the better.

**Individual Level** – We work with executives in a variety of situations to ensure they are functioning at an optimal level for the benefit of the organization. Individual coaching fosters a global appreciation for the role an executive plays and the impact his or her leadership has on the big picture. This level of awareness creates leaders who recognize their strengths and consistently leverage them to produce positive results. In certain instances, we will drill down on specific leadership practices to nurture and strengthen the skill sets of an individual. And, training that focuses on trust ensures executives have earned the respect of their employees, which is critical to effective leadership.

**Team Level** – Organizational success often relies in large part on teams that can work together effectively. Abeles and Associates engages and strengthens existing teams through decision making assessments and conflict resolution training designed to produce not mere consensus but true collaboration. Through strategic alignment and team capacity building exercises we help team members appreciate one another’s strengths and use them to work toward a common goal. We can also implement strategic alignment and focused team capability building tactics to ensure the right people are in place to produce desired results.

At every level, our approach is to identify clear outcomes and mobilize your leaders and staff through specific steps to achievement. Whether you are looking for assistance on an individual, team or strategic level, or perhaps all three, Abeles and Associates has the experience to help you realize breakthrough results that will create sustainable success for your organization.
## Representative Abeles and Associates Case Histories

<table>
<thead>
<tr>
<th>Situation and Challenge</th>
<th>Actions</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UC Campus Student Affairs.</strong> Vice Chancellor championed “coaching training program” for senior managers of participants in mid-level leadership development program.</td>
<td>Developed coaching training curriculum for including 360 assessment, coaching models, skill building sessions, peer and expert one-on-one coaching.</td>
<td>Senior managers reported and demonstrated improved skills and comfort in providing coaching support to their direct reports who participated in the mid-level program as well as with other direct and indirect reports as well as with peer leaders.</td>
</tr>
<tr>
<td><strong>UC Campus Alumni Association.</strong> Executive Director (ED) sought external perspective on feedback received about his leadership team.</td>
<td>Conducted interview and document assessment of ED and his leadership team. Presented findings and recommendations to ED and leadership team. Coached ED. Also presented findings at all-employee staff meeting.</td>
<td>Greater support and trust in senior leadership through transparent communication based on input gathered and recommendations prepared by Abeles and Associates.</td>
</tr>
<tr>
<td><strong>Organizational Change Initiative.</strong> Leaders in for-profit organization needed engagement and retention of key talent during a strategic realignment of all business operations.</td>
<td>Supported CEO and COO to develop and implement change leadership and people integration strategies. Provided phased approach including executive team sessions, employee survey, one on one coaching, and communication plan development.</td>
<td>Leaders demonstrated critical behaviors needed to achieve organizational goals. Met key goals of obtaining employee engagement, retention and productivity during organizational transition.</td>
</tr>
<tr>
<td><strong>Quasi-governmental California State Energy Agency.</strong> New leadership team needed strategic direction, team alignment and development of core competencies for improved effectiveness.</td>
<td>Phased 12 week approach of group and 1:1 development activities. Created Action Learning Teams and Strategy Maps. Created and implemented Individual Development Plans based on core competencies.</td>
<td>Improved internal and external collaboration, trust, accountability and communication. Improved quality and productivity measurements. Experience enabled the development of individual performance plans linked to leadership skills/behaviors.</td>
</tr>
</tbody>
</table>
Summary

Archstone Consulting is a leading independent advisory services firm that is part of The Hackett Group. We have been recognized by our clients and industry observers for the quality of our work, the fresh nature of our perspective, and the rigor by which we approach our client responsibilities. We help clients identify opportunities for improvement and help them deliver those results. We provide independent advisory services to both the public sector and industry in areas where we have deep expertise.

Our client list includes government agencies in the State of California, several universities, the Federal government, and top global companies across all industry segments. Our experience with government organizations as well as large complex corporations has enabled us to gain insight into organizational and operational effectiveness, financial management, and leading business processes which we then pass on to our clients.

Archstone Consulting has approximately 200 employees across five offices. Our west region employees have a local presence throughout California in Los Angeles, Orange County, San Jose and across the San Francisco Bay Area.

Services

Archstone Consulting’s Organizational Effectiveness practice has a robust framework that structures our work efforts. Our team focuses on the design and implementation of strategies and programs that use the power of your people to drive business results. Services available include:

- **Change Management and Communications**
  - Change Management programs including effective communications and skills development

- **Organizational Design**
  - Strategy development, facilitation, and process management
  - Restructuring of organizations, including alignment of current actions with organizational vision
  - Identifying employee competencies needed for success, and testing techniques
  - Candidate assessments; aligning organization capabilities with individual competencies

- **Workforce Development**
  - Work processes, job design, accountabilities, authorities and required resources
  - Culture, values, workplace behaviors and leadership support
  - Identifying and developing leaders; measuring leadership effectiveness; establishing strategies for attracting and engaging high quality, diverse, high performing employees
  - Talent management and succession planning
  - Management and leadership development programs

- **HR Operations**
  - Best practice reporting
  - On boarding and new employee orientation

Contact: Michael Eckstut
meckstut@archstoneconsulting.com
415.249.3533

www.archstoneconsulting.com
Sample Projects and Experience

Following are examples of past projects delivered by Archstone Consulting’s Organizational Effectiveness practice. Additional project examples are available by request.

Focus Area: **Organization Design and Change Management**
Client Type: **Leading Private University**
Supported merger of business school and professional studies school into one joint entity. Archstone Consulting supported the University in working through the integration issues and to begin the change management process.

- Change Management approach emphasizes a continuous cadence of communications during any change effort. Established a communications plan, developed key communications, including FAQs and announcements, and worked with the client to ensure they were delivered on time.
- Held half-day workshops – action items and issues focused around 7 areas, with a work team for each area. Archstone created team charters which include scope, key issues, action items and work steps, and an overall project plan.
- Established a centralized Integrated Management Team (IMT) to manage and monitor the activities, issues, and risks of the identified work teams and their action items. The team has cross-school representation and meets weekly.

Focus Area: **Change Management and Communications**
Client Type: **Specialty Pharmaceutical Company**
Developed and implemented Change Management program for a procure-to-pay process redesign. The client had launched SAP the year prior, and had faced significant unanticipated challenges adopting the P2P technology and supporting business processes. While the Change Management program focused on people and business processes, it integrated with the technology workstream aimed at retooling the SAP procurement module.

- The Change Management program included communications planning, Level 2 process review, compliance program design, training advisory, and launch support.
- Through stakeholder interviews, Archstone conducted a Change Readiness Assessment, which examined the organization’s readiness to adopt process changes and identified specific activities to increase buy-in.
- Archstone reviewed existing and newly developed processes and recommended improvements to decrease resistance to change, improve communication intake, enhance learning and acceptance of the process, and enable longer-term program compliance.

Focus Area: **Change Management and Communications**
Client Type: **Medical Device Company**
Supported client to develop its competitive position in the marketplace and standardize processes across functions, lines of business, and geographies. The company needed support to develop an operational change management and capability building model focused on achieving a high performance culture and the delivery of ambitious financial and operational targets.

- The Archstone team developed change management training and tools for program teams on how to conduct a comprehensive stakeholder analysis and build a corresponding communication plan. These tools were also utilized by the Archstone team as the basis for developing an executive communication strategy and tactical plan for the Project Management Office to increase the level of stakeholder commitment.
- The team determined gaps in capability and talent management and developed and delivered training and communication support to upgrade capabilities on the program teams.
- Ongoing evaluation measures were developed to be used by the executive leadership to effectively monitor and report on progress, and increase leadership and management accountability.

Focus Area: **Workforce Development**
Client Type: **Top 15 Pharmaceutical**
Developed a leading-edge Performance Management Program to respond to changing business model, increased performance and leadership standards, and need for global consistency. Designed standardized content and training structure to roll out the program consistently to the company’s 30,000 employees worldwide. Designed and launched a centralized ratings calibration process to provide checks and balances on the application of performance standards and ratings. Monitored results across all functions semi-annually.

www.archstoneconsulting.com
Aspire Consulting is an organizational development consulting firm that specializes in strategic planning, change management, group facilitation and individual consultation. We also design and deliver customized training and learning programs tailored to meet the needs of our clients. Our consultants live and work in Northern and Southern California.

## Services

<table>
<thead>
<tr>
<th>Strategic Planning and Change Management</th>
<th>Group Facilitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>We collaborate with clients at all organizational levels to bring about measurable and sustainable business solutions. Our process consists of four phases; Assessment, evaluation, action and measurement. Consultation includes:</td>
<td>We create opportunities for groups to discuss and develop solutions to issues facing their work community. Facilitation includes:</td>
</tr>
<tr>
<td>• Strategic Planning</td>
<td>• Annual Planning</td>
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<tr>
<td>• Service Improvement</td>
<td>• Project Planning</td>
</tr>
<tr>
<td>• Project Management</td>
<td>• Service Improvement</td>
</tr>
<tr>
<td>• Management Development</td>
<td>• Team Development</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Training Program Development and Delivery</th>
<th>Employee Engagement and Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>We customize results-based programs for employees to develop the tools, skills, and behaviors needed to achieve business and team goals of the organization. Topics include:</td>
<td>We work with individuals and groups to increase competence with the following services:</td>
</tr>
<tr>
<td>• Management and Leadership</td>
<td>• Individual Coaching and Consultation</td>
</tr>
<tr>
<td>• Service Improvement</td>
<td>• 360 Feedback for individuals and teams</td>
</tr>
<tr>
<td>• Presentation and Influence</td>
<td>• Competency development, performance standards and metrics</td>
</tr>
<tr>
<td>• Change Management</td>
<td>• Talent management and succession planning</td>
</tr>
</tbody>
</table>

organizational learning for corporations, groups and individuals

1032 Irving Street, Suite 312, San Francisco, California 94122
Office: 415.664.7990  aspire@aspirec.com
Strategic Planning and Change Management

- Developed group norms, ground rules and agreements for excellence and service standards for Blood Systems International, the nation’s largest blood bank system.
- Developed an action plan to reestablish credibility in light of a public relations mishap at Stanford University.
- Developed a strategic plan and organizational restructuring for the University of California College Prep Program (UCCP). Included new service delivery model, modified organizational structure, altered job responsibilities and the establishment of success factors.
- Program restructuring of the University of California’s Science and Mathematics Initiative. Worked with the Office of the President and UC campuses to help them redesign the Cal Teach program. Facilitated meetings, introduced change management strategies, established a process, and facilitated and assembled a preliminary redesigned program strategy.
- Conducted SWOT analyses surveys as needed in development of change management initiatives.

Group Facilitation

- Facilitated annual Partner’s offsite for one of the Largest health plan organizations in the East Bay.
- Facilitated Board meetings for several not for profit agencies.
- Facilitated team meetings for a group challenged and disrupted by organizational downsizing, restructuring and change.

Training Program Development and Delivery

- Developed and delivered a management skills and leadership development programs for Caltrans, Kaiser Permanente, the City and County of San Francisco and Blood Centers of the Pacific.

Employee Engagement and Development

- Developed succession planning, development and staffing programs to both fulfill the organization’s objectives and retain critical staff at Kaiser Permanente.
- Established core competencies for future leaders at Kaiser Permanente.
- Created a 360-degree feedback process to measure strengths, weaknesses, hidden talents and blind spots for senior managers at LPL Financial. Process included action plans, competency creation and success measures.
- Individual consultation of managers at every client system.

For more information please contact Tom Hehir at Aspire Consulting  415.664.7990
Consulting Solutions is a part of our Interim and Consulting Services suite. Our purpose is two-fold: provide client- and situation-specific assessment and advisory services building on our 4000+ years of leadership experience; and sustain our base of experienced leaders.

We are unlike any other consulting firm because all of our leaders have longitudinal AND current experience putting their advice into practice – we are professionals who consult, not professional consultants. We seek a relationship with each client’s leadership team so that we work together to understand root cause rather than hunting for blame. This partnership gives our clients the level of knowledge and understanding they need to move rapidly to execute the improvement plan and see results.

**Our general approach:**
- Talk with the client to understand the nature of their issue
- Develop a brief engagement letter outlining our understanding of the issue, our scope and methodology, and professional arrangements which include staffing, deliverables and fees
- Upon a go-forward decision
  - Assign a consulting interim, a project leader and other staff as appropriate
  - Schedule a project initiation call
  - Submit an information request list
  - When bulk of requested information is received:
    - Review and analyze the information so that we are focused and efficient when on-site
    - Work on-site to conduct interviews, attend standing meetings, review core processes and complete information gathering
    - Prepare a summary of methodology(ies), observations, recommendations and next steps
    - Present draft report to the client for consideration and refinement
    - Agree upon next steps:
      - The final report
      - Any further assistance such as with implementation of recommendations or to repeat our methodology with other areas identified by the client or provide an interim leader or a permanent search
      - Any follow up

**Our core services:**
- Rehab and post-acute
- Case management
- Financial and productivity improvement
  - Hospitals and health systems
  - Physician practices
- Leadership development:
  - Leadership assessment
  - Nursing Leadership advancement
  - Performance improvement
  - Coaching and Mentoring
  - Retreat facilitation
Recent project examples:

- An academic medical center in California:
  - We provided an interim leader whose assessment included the need for nursing leadership development and mentoring of several Clinical Directors which our interim leader was engaged to provide.

- A nationally-recognized children’s hospital:
  - As part of our engagement we conducted performance evaluations of all nursing leaders and provided an assessment of unrealized potential which is being used to provide training and mentoring.

- A native American hospital:
  - We were engaged to provide a structured leadership development program for the ED’s Charge Nurses resulting in improvement in morale, retention and satisfaction (patient, employee and physician). The project will be extended to Charge Nurses in other areas of the hospital.

- An academic medical center in Chicago:
  - We are providing Leadership Assessment and development as part of a number of interim assignments.

- An academic health system in the Carolinas:
  - We are providing Mentoring and Coaching to newly-hired CFOs.

- A hospital that is part of a large California health system:
  - We are providing our structured Nursing Leadership Development program to a test group of nurses. The program will be expanded to more of the system’s facilities and is being provided with the cooperation of the California Nurses Association local.

- A tertiary medical center on the East Coast:
  - We developed a new Case Management service and are coaching all of the Directors and Chief Medical Officer through its implementation.

- Note: in addition to these specific examples, in all of our interim leadership assignments we are preparing the organization for the leader who will fill the position permanently. Part of the work we do in each is to assess current leaders for potential to fill the position, mentor them or assist in the leadership transition for newly-hired leaders.
Barbeau Associates is an organization development practice in business since 1988. Rosemarie Barbeau is the owner and primary consultant of the firm, which is based in California’s Central Coast, near Salinas.

In her practice, Rosemarie provides a full range of organization development services, from large group facilitation to individual coaching.

She provides high impact process facilitation to assist her clients in successfully planning the implementation of new strategies and initiating large enterprise-wide projects. She supports clients in solving challenging business problems requiring the collaboration of diverse stakeholders, including those clients who have goals that require effective cooperation and work effort across functional or geographical boundaries.

Rosemarie helps her clients develop effective, productive teams; including leadership, project and work teams. Through customized design and objectives-driven facilitation, she helps teams set and align on common goals, clarify roles and accountabilities, refine work processes and build and sustain effective working relationships. She is certified in Myers-Briggs Type Indicator.

Her particular areas of expertise lie in:

- Facilitating strategic planning;
- Developing and implementing organizational change strategies;
- Providing high impact, cross-functional facilitation to address key specific organizational needs, issues and opportunities;
- Developing effective teams, including leadership teams, project teams and work teams/departments, particularly as teams are dealing with internal or external change, and
- Coaching individuals and leadership teams
Barbeau Associates - Examples of Recent Work

- Provided organization development support to the largest civilian technology implementation in the health care industry over a four year period; including the on-going development of the program leadership team, facilitation of large, cross-organizational conferences to support implementation and enable dissemination of best practices, and the facilitation of various corporate governance bodies (health plan and medical group) providing leadership for the work

- Supported the successful transformation of a leading school of education in a major U.S. university over a ten year period, providing leadership consultation, design and facilitation of multiple large group strategic planning conferences and facilitation of curriculum redesign in a ground breaking new program

- Assisted the leader of a critical staff function at a major university in the University of California system to restructure her department, orient the staff to the change and engage them in aligning work processes with the new structure

- Facilitated a meeting of lab managers from across multiple universities, two of them in the University of California system; the purpose of which was to build more connections between managers from the different locations, establishing a network of support and enabling the sharing of best practices

- Consulted with the leader of a new 60 person department in a product development function in a key player in the health care industry and facilitated a pivotal meeting to orient the department members to the work of the different groups within it, learn from various organizational leaders about the strategic importance of their work and accelerate the process of cross-group collaboration within the department

- Worked with the leadership team of a key program in a major health care organization to successfully implement a new member facing strategy; focusing on staff engagement, cross-departmental coordination meetings, and management coaching

Rosemarie M. Barbeau
Organization Development Consultant
Barbeau Associates
18715 Vasquez Ct.
Salinas, CA 93908
Office: 831-455-1386
Fax: 831-455-1382
R.barbeau1@aol.com
About Barnes & Conti Associates, Inc.

Developing the “difficult skills” of leadership, innovation, problem solving, and collaboration required for success is a continuous pursuit. Headquartered in Berkeley, Barnes & Conti supports individuals and organizations locally and globally in developing and improving competencies and processes to create world-class results.

We offer high quality training, coaching, and consulting services in leadership skills and practices to help individuals and organizations move ideas into action. Our areas of expertise include influence, negotiation, communications, coaching, conflict management, change management, inspirational leadership, consulting skills, team development, strategic thinking, risk-taking, creativity, innovation, and problem solving. We work closely with our customers as business partners and virtual team members to achieve ongoing learning and innovation, working to understand their organizational mission, vision, people, processes, and challenges. We focus on high interest and strategic value areas for our customers in interpersonal skills, leadership, and innovation, with an emphasis on real issues facing people and organizations today and tomorrow.

Our Training Programs

Our research-based programs and services are supported by extensive materials, online tools, learning aids, and a team of highly-skilled professional facilitators and consultants. Flexible and customizable, our programs can be delivered in a variety of classroom and/or online settings. Typically, our classroom programs are held over one or two days. We can also modularize our content and hold shorter sessions. We offer blended solutions that involve online pre and post work that supplements and extends classroom learning. Many of our programs are also available as webinars. Our programs include:

- **Applied Creativity: Solving Problems and Responding to Opportunities**
- **Art of Communication: Creating Shared Meaning**
- **Building Working Relationships: Constructive Engagement, Negotiation and Conflict Resolution**
- **C.O.A.C.H for Peak Performance; A Guide for Leaders in the Learning Organization**
- **Conflict: From Prevention to Resolution**
- **Constructive Debate: Building Better Ideas**
- **Constructive Negotiation: Building Agreements that Work**
- **Consulting on the Inside: Walking the Line, Building Your Practice**
- **Creating a Culture for Risk & Innovation: A Guide for Leaders**
- **Exercising Influence: Building Relationships and Getting Results**
- **Facilitating Forward: Guiding Others Toward Results**
- **Inspirational Leadership: Encouraging Others to Do Great Things**
Our Coaching Services

Barnes & Conti offers executive, leadership, and management coaching. We also offer optional post-program coaching for workshops such as *Exercising Influence*, *Constructive Negotiation*, and others. Some participants find the additional support of a coach to be of great value after the program as they work on applying their new skills to the challenges they face.

Our approach to coaching is grounded in three main elements: a collaborative 1:1 relationship, profound behavioral insights, and focus on sustainable results for each client within their existing environment. Recognizing the importance of “fit,” we have a large network of professional coaches. They use a wide variety of behavioral techniques and methods to assist individuals in achieving an important set of goals. These goals, defined within a coaching contract, are intended to improve the client’s professional performance and personal satisfaction; consequently, they also improve the effectiveness of the client’s organization.

Recent Projects

Barnes & Conti works in many industries including higher education, non-profits and government as well as Fortune 500 companies.

University of California
We have done quite a bit of work within the University of California system. Our *Exercising Influence* program has been conducted at Lawrence Livermore National Laboratory for many years. Working through LLNL, we used *Constructive Negotiation* as part of a Department of Energy contract, training people who went to Russia to negotiate buying their high-energy uranium (HEU). Our *Managing Innovation* program has been conducted to help the Haas School of Business’ administrative staff support their innovation initiative. For a number of years, we provided material for Supervisory Training at LLNL.
**Kaiser Permanente**
We have conducted *Exercising Influence* extensively over many years within the Kaiser system for groups ranging from senior medical staff to IT professionals. Kaiser has also used our *Constructive Negotiation* program to help business units build better agreements.

**Medtronic**
Medtronic has used a number of our programs, including *Intelligent Risk-taking*, *Exercising Influence*, and *Managing Innovation*. They apply the *Managing Innovation* skills and process to specific organizational initiatives involving new products, services and processes.

**Cornell University ILR**
We work with the School of Industrial and Labor Relations offering our *Exercising Influence* content as part of program designed for HR Business Partners.

**East Bay Municipal Utility**
Recently, our newest program, *Puzzles, Mysteries and Muddles*, was offered at EBMUD to professionals from throughout the organization so that they could make their problem-solving efforts more precise, efficient and effective.

**Public Health Institute**
We have provided consulting and coaching services as well as training programs to individuals and teams at PHI.

**Cisco**
Cisco is one of the largest users of the *Exercising Influence* program globally. It has become one of their most popular programs worldwide. Most participants are engineers and technical contributors who are in formal or informal leadership positions. Project managers and team leaders as well as middle managers find the skills extremely valuable in improving quality and execution through their people.

**Stanford University**
We have offered a variety of programs to the administrative staff at Stanford, including *Strategic Thinking* and *Exercising Influence*. They often invite an admired senior leader to participate as a resource to the class.

**Abbott Laboratories**
We have done extensive work at Abbott as part of the Directors’ Foundation; a high-potential leadership development program. In addition, we frequently offer courses through a number of different business units and departments. Popular programs include *Strategic Thinking, Exercising Influence, and Managing Innovation*. Managing
Innovation was also used by one large business unit as a focus for a global meeting and key initiatives.

Adobe
We have a year-long contract with a team of project managers focusing on the interpersonal skills that are key to their success in driving Adobe initiatives. We are drawing content from *Exercising Influence*, *Constructive Negotiation*, *Facilitating Forward*, *Constructive Debate*, *Mastery of Change*, and *Puzzles, Mysteries, and Muddles*. We will do follow-up application coaching.

Key Contact

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UC Irvine
March 2010 – led Spring Leadership Seminar for 200 campus leaders on our proprietary leadership process - Why Should Anyone Be Led By You? - designed in conjunction with London Business School professors Goffee and Jones. Program was extremely well-received and deemed highly successful.

September 2008 - UCI Leadership Academy; we delivered Managing Professional Growth to a hand-picked high potential target group of emerging senior leaders.

May 2008 – Leadership Session for hundreds of UCI leaders on the topic of: Leadership, Culture, and Engagement. Participants represented the entire campus, including medical center personnel.

January 2008 – certified UCI staff in two core BlessingWhite programs - Managing Personal Growth (MPG) and Career Decision Making. MPG promotes employee engagement, development, and accountability for professional growth and contribution to the organization’s success. Career Decision Making equips participants with the tools to manage their careers at UCI.

Together, these initiatives have enhanced UCI’s leadership capacity.

UCLA
Career Decision Making - annual work with MBA students and alumni at the Anderson School of Management. The initiative was in response to the institution’s desire to equip MBA students and alumni with career management skills. Participants confirmed that they were better prepared to own their career management process and, using the values-based career decision making skills taught by BlessingWhite, they made significantly better career decisions, resulting in fewer “bad matches” and “false starts”. Coordinated by the MBA career development center, this has been a very successful initiative.

In addition, UCLA training department staff attended MPG with a view of getting certified in the program. This would allow UCLA to provide MPG “on-demand” using internal facilitators.

UC Berkeley
Haas School of Business, the executive communication program Leading Out Loud was delivered by the author, Terry Pearce, a BlessingWhite partner, along with fellow BlessingWhite facilitators. Participants benefited greatly from the opportunity to refine and articulate their passion for their individual change initiatives.

Purdue University
An employee survey identified gaps around having tools and processes to help employees manage their career with the university. Following the survey and an edict from the school president, BlessingWhite began delivering two career management programs, Managing Professional Growth and Career Decision Making (CDM). Staff members have been certified in CDM. The programs have been very well received.

To learn more about BlessingWhite’s solutions, please contact Susan Brown (ext. 8065) or Alysa Polkes (ext. 8145) at 415-536-0250 or email susanb@bwinc.com /apolkes@bwinc.com
Organizational Culture: A values-driven culture infuses high performance, fuels innovation, supports exceptional customer experiences, and is a unique “secret ingredient” to organizational success that competitors can’t easily replicate.

Leadership Development: The individual and collective credibility, decisions, communications, and behaviors of an organization’s leaders affect whether employees stay, give 110%, innovate without fear, and make winning business decisions.

Coaching: No one can succeed on his or her own; managers need to constantly realign talents with priorities and provide individualized feedback that delivers the performance and results the business needs.

Team Dynamics: Bad teams can happen to star performers; whether assembled to address critical projects or in the board room at the top, poor performing teams can cripple a business.

Career Development: Businesses need the right skills in the right place when strategy shifts – and employees, meanwhile, need to be clear and confident about their future of personal development and work that “works for them.”

Performance Management: Employee talents and efforts must be focused on the mission-critical priorities that will drive the business forward.

Employee Engagement: Business results depend on individuals satisfying their personal motivators and obtaining a sense of accomplishment on the job.

Since 1973, BlessingWhite has been providing organizations throughout the world with cutting-edge leadership, training and consulting processes designed to enhance a performance management and development culture. We were founded on the belief that organizations achieve excellence when employees are clear on expectations, committed to contributing at the highest level and engaged to take ownership for their performance. Since our start, we have delivered business results for thousands of clients and inspired remarkable accomplishments with more than 3 million individuals.
HOW WE HELP -

GETTING TO THE HEART OF THE MATTER - Our team of skilled and seasoned professionals offers a full range of organization development, learning, performance management, team development, and coaching solutions to help your organization tackle its most challenging issues.

BEND THE FRAME - We provide organizational change design, process consulting, and implementation support to help your department change, align stakeholders, and innovate new organizational processes.

DANCE WITH THE ELEPHANT - We provide a full-spectrum of team development solutions to help your people surface the “non-discussables,” increase trust, optimize communication and drive results to deliver on-time, and on-budget projects.

REFRESH THE SCREEN - Our collaborative and thorough strategic planning process will help your group or team refocus, realign, and execute on large and small strategic initiatives. We can join you for a daylong strategic planning process or a long-term strategic intervention.

RAISE THE BAR - Our team of experts has worked globally to help leaders develop vision, build credibility, and mobilize constituents. We utilize best in class tools for enhancing leadership skills; including the Leadership Challenge® Workshop, LPI 360, and other leadership assessments, coaching and learning methodologies.

BURST THE CUBICLE - Whether your group is growing, downsizing, integrating, working globally, challenged by differing organizational cultures, or preparing for a major change initiative; our assessments and consulting services can help.

CHANGE THE STORY - The stories we believe about others and ourselves guide our behavior and influence our ability to positively influence others. Our executive coaches can serve as guides to individuals looking to refresh their narrative, explore limiting beliefs, and enhance their performance. Our coaching process can assist individuals in building the competence to excel, the courage to focus, and the ability to get results.

WHO WE ARE -

ANDREA DYER: Graduate of UC Santa Barbara, Former Arthur Andersen Consultant, Faculty at Sonoma State University Masters in Organizational Development, certified International Coaching Federation Coach, thought leader in the World Café approach to stakeholder engagement, and expert in change management.

ELIZABETH DOTY: Graduate of UC Berkeley and MBA Graduate from Harvard Business School, Author of the Compromise Trap, How to Thrive at Work without Selling Your Soul. The Power of the Positive No, team alignment, and consulting from the systems perspective.

LAURA PECK: Graduate of UC Berkeley and Cornell, sought after consultant in education and healthcare, and expert in the World Café approach to client and community engagement.

DAREN BLONSKI: Graduate of UC Davis and Sonoma State University, expert in global leadership, team development, virtual teaming, and cross-cultural effectiveness. Extensive experience managing large organizational optimization initiatives. Significant leadership development work with UC Davis and other global clients.

DAN SCHWAB: Graduate of Dominican University and UC Berkley Certificate in Human Resources, Master Facilitator of the Leadership Challenge, extensive experience working with UC Davis, and former Director of Training and Organizational Development for the Trust for Public Land.
WHAT THE CLIENTS ARE SAYING -

Elizabeth Doty has a phenomenal ability to structure chaotic, messy problems in a way that surfaces opportunity.

-  **Joe Durzo, former SVP, Archstone-Smith**

Daren Blonski provided excellent service as both a project manager and a consultant when we outsourced UC Davis' leadership development training program to his organization. He was responsive, knowledgeable, and extremely reliable in designing the program and customizing it to our needs. He understood our campus culture as well as what makes leadership development work. I recommend him highly as a consultant.

-  **Sally Waters, Former Director of Organizational Development Services, UC Davis**

Andrea Dyer’s professional competence exemplifies the best in consulting, facilitation, coaching, and teaching. I am continually impressed with the perceptiveness, knowledge, and skill with which she guides and supports her clients and her students in moving toward their learning and performance goals.

-  **Saul Eisen, Ph.D.  Professor Emeritus, Sonoma State University**

Laura Peck helped me make adjustments in both my management and leadership style to better prepare me for visibility and responsibility. Through small deliberate changes have been able to engage more effectively senior management and ultimately replace the anxiety of sitting at the leadership table with quiet confidence. Working with Laura has been transformative yet she never tried to change the core of who I am. And, she brings a refreshing approach – She is direct with humor and heart. Laura’s real-time coaching and simple yet effective tools are easily transferred from individual to small teams to the organizational level. As a result, The entire organization has benefited from my time with her.

-  **Stacey Lynn Webb, Packard Foundation**

The results have been impressive! The concepts taught are now part of our everyday language... thank you for your impact!

-  **Molly Scholes, Skillsoft**

SAMPLE CLIENT LIST -

-  Archstone-Smith
-  National Basketball League
-  United States Air Force
-  Levi Strauss
-  Skillsoft
-  Intuit
-  California Testing Board—McGraw Hill
-  Risk Management Solutions
-  Stanford
-  Montecito Bank and Trust
-  Exchange Bank
-  The Coca-Cola Company
-  Kaiser Permanente
-  California State Fund
-  Packard Foundation
-  AAA
-  Deloitte Touche Tohmatsu
-  Public Policy Institute of California
-  UC San Francisco
-  UC Davis
-  UC Santa Cruz
-  HP/Agilent
-  Sony
-  California Bankers Association
-  California Department of Public Health

HOW WE ENGAGE -

RIGOR AND FLEXIBILITY - We specialize in helping our clients think through their complex challenges and remain flexible to ensure the solutions we design, in partnership, meet the unique needs of client.

BIG PICTURE AND BIAS-TO-ACTION - A strategic balance between understanding the larger picture, from the systems perspective, and utilizing this organizational intelligence to take action on strategy is critical to moving the organization to next steps.

PRAGMATISM AND POSSIBILITIES - We understand the importance of exploring the possibilities of what ‘could be’ in organizational life, while staying grounded in getting the job done more efficiently and effectively.
Envisia Learning, Inc. is an international learning and development company specializing in 360-degree feedback, personnel assessment and selection, assessment centers, executive/management coaching, talent management, succession planning, career development, survey research, and applied human resources research and evaluation. We have strategic business partnerships and consultants in over 30 countries that distribute and market our assessment products and coaching systems.

All work will be performed by or under the direct supervision of Kenneth M. Nowack, Ph.D. who is a licensed psychologist in California (PSY13758) and co-founder of Envisia Learning, Inc. He has over 20 years of experience in the human resources and career development field. Dr. Nowack has published extensively in the areas of 360° feedback systems, assessment centers, training needs assessment, personnel assessment, training evaluation, and stress/health psychology. Dr. Nowack is a guest lecturer at the UCLA Anderson School of Management and a research member of Dan Goleman’s Consortium for Research on Emotional Intelligence in Organizations.
EXAMPLES OF RECENT UC PROJECTS:

1. **UC Campus MSAP/Medical Center LDP Program Revision**: Envisia Learning, Inc. was hired to update and revise the current developmental assessment center programs that provide targeted feedback to high potential and performing leaders within the UC Campuses. We designed specific assessment center exercises and introduced the inclusion of a revised Inbasker simulation/reporting system as well as a new leadership 360-degree feedback system and online developmental planning and resource library (Talent Accelerator) to facilitate leadership development back on campus or at the medical centers.

2. **UCLA/UC Berkeley/UC Riverside Leadership Development Program Lectures**: Envisia Learning, Inc. has been providing a leadership 360-degree feedback, developmental planning and resource library, and delivering an introduction and follow-up lecture (2 hours) to help participants understand and use their feedback reports along with the use of our developmental planning and resource library (Talent Accelerator).

3. **UCLA EMBA Leadership Program Lectures**: Envisia Learning, Inc. was hired by the Dean of the UCLA Anderson School of Management to deliver a series of leadership lectures and facilitate EMBA student development by administering and interpreting one of our leadership 360-degree feedback assessments and use of our developmental planning and resource library (Talent Accelerator).

CONTACT INFORMATION

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Ewins & Winby

About Us

Ewins & Winby is a group of seasoned consultants and coaches whose mission is to help our clients improve organizational effectiveness and build their capacity to lead and execute change effectively.

We each have experience with companies from both the public and private sectors, and across a wide range of industries for twenty years or more. We bring to our practice a powerful combination of strategic business perspective, cross industry experience and a deep understanding of organizational behavior grounded in professional education in the behavioral sciences.

As a network of affiliated professionals, we collectively bring a wealth of resources to our client work which allows us to provide a wide range of organizational effectiveness consulting and staff development services.

Our Services

- Organization Design & Development
- Change Management
- Leadership Coaching
- Talent Management

Our Approach

Collaborate: We partner with our clients to design and implement needed changes. Our collaborative approach builds ownership and acceptance of these changes throughout the organization.

Customize: We tailor our services to suit our clients’ specific operating style, circumstances and opportunities. We look for ways to capitalize on their organizational strengths and integrate productive change initiatives into their current operations.

Provide an external perspective: As external consultants we bring fresh, impartial insights. Our independence allows us to raise tough, challenging questions and surface otherwise "undiscussable" issues that block effective action. Through our experience with many different client organizations we can also provide our clients with extensive knowledge of best (and worst) practices.

Encourage organizational learning: We prepare our clients to sustain their organizations over time by building change capacity not as a single event, but as an on-going skill to be learned and internalized. Our collaborative approach ensures the transfer of skills and knowledge required to deal effectively with new challenges once our work has been completed.

Location

Headquartered in San Francisco, we also have an office in Palo Alto and affiliates based in the East Bay, Sacramento and Santa Cruz, all within local reach of the majority of UC campuses. Additional affiliates local to other campuses may also be available at the time of a specific request.

Partial Client List

Public Sector/Non Profit: Cabrillo College California State Lottery, California State Personnel Board, California Public Utilities Commission, Caltrans, Hartnell College, Hewlett Foundation, Lawrence Berkeley National Laboratory, LA Trade Tech, Placer County, San Jose State University, Springboard Education Foundation, Stanford Research Institute, Stanford University, United Way Bay Area.

Sample Engagements - Components

Organization Design & Development

- Aligned executives and employees on organization's vision, strategy and goals.
- Planned and facilitated senior team's multi-year strategic planning sessions, primarily focused on growth, innovation, and cross organizational collaboration and restructuring for growth and scaling capability.
- Conducted organizational, team and individual assessments to determine areas for improvement and to monitor progress.
- Designed and led team building sessions to build high performance teams.
- Redesigned organization's structure, team and individual jobs to support its strategy and goals.
- Clarified roles at division, team and individual levels to establish accountability, responsibility and decision-making authority following downsizing/restructuring.

Change Management

- Provided change management framework and methodology to help successfully navigate change.
- Helped establish an integrated project team infrastructure and provide support throughout the change.
- Delivered change management workshops to educate and align project team members and sponsors on change management.
- Conducted change readiness assessments to determine organization's ability to launch, implement and sustain the change.
- Helped define and reinforce behaviors required for future success.
- Created stakeholder engagement strategy to ensure their needs and concerns are addressed and to obtain stakeholder input during planning and implementing the change.

Leadership Coaching

- Coached leaders to target priorities and address personal and organizational obstacles to success.
- Establish individual leadership development plans based on competency assessments (using 360 feedback) and coached to these plans.
- Assessed leadership fit for selection and promotion.
- Focused, accelerated and aligned the actions of leadership teams.
- Used competency models to assess, develop, and coach to new leadership behaviors.
- Coached leaders transitioning to new positions to accelerate assimilation and performance.
- Coached senior managers on leading change initiatives through each step of the process, from building alignment on the vision and strategy, to building on-going sponsorship and accountability.

Talent Management

- Developed leadership competencies for senior leadership roles and translated the competencies into competency-based position descriptions.
- Designed and delivered company's first global management development workshops on recruiting, performance management, employee career development and building high performance teams.
- Developed hiring strategy to recruit and onboard mid-career scientists and technologists in tight job market.
- Developed succession plan to address anticipated leadership gaps, based on workforce continuity model.

Contact Us

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Organizational Effectiveness Services

Huron Consulting Group (Huron) is pleased to have been selected to provide Organizational Effectiveness Services for the University of California (UC) through our recently completed master contract. We are confident that we can meet and exceed expectations. While each of our engagements are highly customized, we hope this guide will assist project leaders as they consider their initiatives and evaluate potential external partners.

Huron Overview

Huron Consulting Group’s Higher Education practice is dedicated to serving colleges, universities, and academic medical centers. Offering financial, operational, and regulatory/compliance consulting, we deliver the most comprehensive set of management consulting services for the higher education market. Some unique attributes of our team include:

- **Huron Team**: Our team of more than 250 professionals brings to bear extensive knowledge and experience of the business of higher education. The team is led by professionals with extensive consulting experience as well as former senior-level university administrators, including some who have served as executive vice presidents at major research universities. Through our focus on higher education, our team has developed a deep understanding of the economic, technical, and regulatory issues facing educational and healthcare organizations, and we understand the organizational complexity and unique culture of universities.

- **Huron Experience**: Huron’s consultants are constantly immersed in the world of higher education. On any given day our staff is deployed across more than 40 institutions across the country. The quality of our relationships makes it easy for us to access peers at other institutions to understand how they may have addressed particular business issues or to conduct benchmarking. Furthermore, we have worked with numerous public and private research universities, including more than 85 of the top-100 research universities in the U.S. Our past and current client list includes numerous UC-System schools, including UCSF, UC-Berkeley, UCSD, UC-Davis, UCLA, as well as the UC Office of the President.

- **Organizational Effectiveness Services**: Huron understands that organizational effectiveness is the product of multiple factors, including organizational structure and incentives, staffing and employee development, the use of technology, and the process design. Our range of services addresses all of these elements as well as the structures that govern them within the university. With all of our services, our data-driven approach focuses on measuring performance in the current state to identify objectively those factors which are limiting the institution. At the same time, we approach our work as a dialogue and understand that, only through ongoing discussion with our clients, can we develop solutions that are relevant to them. Specific services include strategy development, organizational restructuring, process redesign, change management and staff assessment and renewal.

For additional information, or to discuss how Huron may be able to assist your institution, please contact

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Representative Projects

University of California, San Francisco: Resource Management, Planning & Executive Organizational Assessment
Following the completion of a new strategic plan which called for billions of dollars to support academic programs, investments in infrastructure, and addressing emerging workforce issues, Huron was retained by the Chancellor’s office to design options for an enhanced organizational structure and to assess and recommend changes to the institution’s resource management, budget planning and allocation processes. With respect to the organizational study, Huron developed structural alternatives for UCSF that better positioned the executive team to solve problems and execute strategic initiatives. Recommendations provided Chancellor’s Office with alternatives and addressed specific areas of strategic importance for UCSF (for example, information technology and development). The report also outlined opportunities to increase the Chancellor’s advisory and support functions.

University of California, Berkeley: Procurement Assessment and Transformation
Huron was selected as the external consultant for the Berkeley Procurement Initiative. This initiative included delivering a comprehensive procurement and strategic sourcing assessment and recommendations. The business cases identified significant hard-dollar savings, efficiency improvements, and risk mitigation benefits. In addition, Huron served as the program manager for the University’s transformation implementation efforts which included the implementations of a customer-centric campus procurement organization using industry best practices, a procurement risk management program for contracts, purchasing transactions, procurement card, and campus-wide strategic sourcing strategies and methodologies coordinated with the UC System efforts.

University of California, Los Angeles: Sponsored Research Administration Review
Huron reviewed the functions of eight research administration offices to identify opportunities to enhance operational performance, improve fiscal management, mitigate compliance risk and strengthen the institutional culture. Through 250 interviews and an online survey, Huron evaluated the organizational structure, staffing, processes, and technology of each of the offices. The team identified 166 detailed opportunities for improvement which were presented to UCLA leadership. In addition, Huron was asked to return to campus for assistance with prioritizing and implementing the recommendations set forth in the assessment report. Under the direction of a Steering Committee comprised of UCLA leadership, the Huron team is leading initiatives to drastically improve core research administration functions, including: financial reporting, effort reporting, award setup, cost transfers, management reporting / metrics tracking, invoicing, letter of credit draws, among others.

University of California, Los Angeles: Budget Toolbox Project Management
During 2009, UCLA engaged in a Budget Toolbox project, which identified a series of cost reduction and revenue enhancement initiatives to help UCLA respond to a ~$100 million budget shortfall. As a result of these efforts, the institution created a Restructuring Steering Committee to evaluate and implement the highest value opportunities. UCLA has engaged Huron to assist with: (1) providing project management to the Restructuring Steering Committee, including prioritizing opportunities; and (2) evaluating cross-functional opportunities and developing implementation plans.

Stanford University – Business Process Redesign
Stanford University engaged Huron to perform a thorough review of activities and business processes related to Procure-to-Pay (P2P) and Research Administration. The project culminated in a series of recommendations to streamline and make more efficient these processes to respond to faculty concerns about the amount of time it was taking to accomplish these tasks. Huron conducted a current state assessment, focusing on: (1) the development of detailed process maps; (2) understanding and documenting the usage of technology to aid the processes; and (3) identifying weaknesses in internal controls. We then benchmarked Stanford with three similar private universities. This culminated in the development of approximately 50 recommendations to streamline and automate processes, strengthen internal controls, and consolidate organizations to avoid duplication of services.

University of Illinois Medical Center at Chicago (“UICMC”): Optimizing Ambulatory Performance
The combined leadership of the UICMC Faculty Practice Plan, School of Medicine, and Medical Center engaged Huron to assess and optimize the performance of its outpatient care center that sees 450,000 patient visits annually. The three-phased project focused on 1) addressing organizational and operational challenges, 2) optimizing the entire revenue cycle process, and 3) and modeling financial improvement. Implementation of recommendations is projected to both increase revenues and decrease expenses, each by approximately 20%.
Shelley Sweet (founder and president of I4 Process) works with organizations that need to transform the way they do work and use information. She helps them develop high performance work processes, manage change related to operational efficiency, and successfully implement with users. Her track record includes over 90 complex projects redesigning processes to increase productivity, reduce costs, and improve customer satisfaction. [www.i4process.com](http://www.i4process.com)

### Services

- Work Process assessments and improvements; policy and procedure reviews; focus on efficiency and effectiveness
- Restructuring of Organizations to improve effectiveness/productivity
- Job Restructuring and Design
- Change Management
- Productivity Improvement programs
- Strategy Development and Process Facilitation
- Best Practice Reporting and Transfer

### Representative Client List

- University of California, Berkeley
- University of California, Los Angeles
- University of California, Office of the President
- Lawrence Berkeley National Laboratory
- Case Western Reserve University
- Stanford University
- University of Santa Clara

### Customers Say...

“"I saw three advantages to doing process analysis this way: 1) employees are doing real work in a team setting 2) teams see different perspectives and feel they're not the only one with this problem “3) we're driving a methodology through the organization and getting critical mass who use business process analysis.””

Jon Bain-Chekal, Finance Project Manager, UC Berkeley

“This method not only provided excellent tools, it also helped us build the habit of criticizing our own process so we can make it better.”

David Scronce, Director, Strategic Initiatives, UC Berkeley

### Action Learning is More than Training

**Three Key Offerings**

**3-PEAT**

Three teams at once for three times the result. 6-12 selected individuals per team map, analyze, and improve processes that are important to your organization. Additionally I4 Process trains facilitators and project leads to build organizational capability.

**Quick Start Programs**

Half day programs for small teams that focus on specific (such as process maps, employee pain points, roles and responsibilities) to help you find immediate improvements.

**Customized Sessions**

Ten Modules that help you map current processes, evaluate gaps, and redesign processes to meet stretch improvement targets. Helpful for complex processes and larger teams.
Case Examples
The cases below provide examples of I4 Process work at UC campuses, facilities and other universities.

Work Process Assessment and Improvement; Productivity Improvement

Institutional Data Management
The campus found it took up to 38 working days to answer a question about a core course. The Budget Office wanted to understand the challenges of the current data environment and determine how to improve data gathering and analysis to answer these critical questions. This team identified how to use common data definitions to clarify and facilitate executive requests, recommended how systems could quickly support analysis, and determined how to develop an Enterprise Data Warehouse to support both standardized and ad hoc reporting.

Student Advising
Reduced mean student wait time 70%; increased options open to students for quick advice by providing answers while waiting in line; adding additional group advising to individual advising to increase student options and enhance customer experience.

Transfer Student Credit Evaluation Process
When we first started the project transfer students often did not know what credits from community college were applicable to their degree or major for up to 6 months after they started. Therefore, they might take the wrong courses or not select courses they did needed. Now transfer students can view their credits online when they arrive at Orientation in the summer. This gives them an immediate way to see their status, which is highly accurate.

Finance
Improved the customer experience by redesigning the process to respond to 70% of the requests received electronically in 5 minutes; reduced risk but increased efficiency by changing to sampling monitoring for expenses; included imaging of materials and prepared for new web portal for all travel and entertainment expenses.

Customers Say...
“Shelley Sweet is a process re-engineering project expert. She brings a solid proven methodology that is structured but flexible, fast and effective. Shelley worked with us on two complex process improvement initiatives. She was able to very quickly learn the issues, pull together the right team, and train the team as they were applying the methodology to the two initiatives. Shelley has a very thoughtful, facilitative approach to working with teams; however, she maintains control and momentum. She is able to get teams to think creatively and get beyond "the way we have always done it" and "it depends". She is also able to get the teams to closure and results. There is no question in my mind that without Shelley’s leadership of these two initiatives we would not have made the progress that we did. We needed someone from the outside to challenge and move us towards improvement. Shelley was the right person for the job.”
Vera Potapenko, Chief Human Resources Officer, Lawrence Berkeley National Laboratory
Restructuring of Organizations to Improve Effectiveness & Productivity

Research Grant Monitoring
There was a need (1) to consolidate several different programs into one consistent post award process, (2) to reduce the number of steps and burden for grantor and grantee recipient, and (3) to reduce grant management oversight. I worked with a team to help them determine the common elements from the different programs in order to form a consolidated process, and then triaged the process into a fast track and standard track and reduced the time to get all grants through the process.

Customers Say...
“Our staff did not have a true appreciation for efficient operations and administration. Shelley brought expertise in lean and business process improvement and a no-nonsense style that caused us to pay attention. I am very pleased with the results on two levels: the specific tangible improvements and equally important, the overarching cultural transformation.”
Ron Coley, Associate Vice Chancellor, Business and Administrative Services, UC Berkeley

“This active learning process has been a really valuable experience for me in many ways. With the excellent support of your methodology, coaching, and tools, I was able to step into a more visible leadership role, increase my value as an employee, and deliver significant results to the campus.”
Jill Martin, Program Manager, UC Berkeley

Organizational Change
Presentation at NCCI Conference for Higher Education July 2010

Elizabeth Elliott, Director of UC Berkeley’s Center for Organizational and Workforce Effectiveness will present “Building Institutional Capability for Positive Culture Change and Process Improvement”, a session that will explain the results Berkeley has seen with over 35 teams using this Action Learning approach.

Customers Say...
“We wanted to expand the capacity of the organization to think in terms of process improvement. We also wanted to get people learning through doing real work— their own work. We selected Shelley as our consultant to work with us to create an action learning model. We created a structure, which built organizational capability in many areas—for individuals, teams, and leaders. And we recognized early on the importance of incorporating an IT person on all teams. We have had results on many levels—individuals gaining process improvement skills, groups working better as teams and making decisions in a group, measurable improvements in processes, and new organizational ways of thinking.”
Elizabeth Elliott, Director, Center for Organizational and Workforce Effectiveness, UC Berkeley

“These tools will help me stay more organized and my employees can share in decisions earlier.”
Manager, Stanford University
COMPANY OVERVIEW

Innovate Learning is committed to helping companies achieve their goals and to living our company values. We build custom learning solutions for our clients that help them accomplish desired results and build organizational commitment.

LEADERSHIP DEVELOPMENT

We work with individuals and teams to guide them in developing the right skill set to lead effectively. In particular, we work with organizations to develop the coaching skills of their leaders for effective talent management and succession planning. This may include a number of development tools, including assessments, individual and group coaching, and training.

ONLINE LEARNING

We help organizations benefit from the scalability, cost savings, and delivery ease of online learning. Our process ensures it is interactive, interesting, and engaging. We see a great deal of mediocre and downright awful online learning and we are determined to help our clients avoid the typical mistakes.

PERSONAL PRODUCTIVITY

We teach individuals and teams the productivity tools that will help them work more efficiently and proactively. We establish new systems for our clients that help them manage incoming workflow quickly and effectively, as well as prioritize projects and tasks.

LIFELONG LEARNING

We have a passion for professional and personal development and we support our clients in developing the tools that will enhance their careers. We assist our clients in identifying the appropriate resources in business skills education, professional networking, academic programs, sustainable relationships, and emerging technologies that will support their success.

METHODS OF DELIVERY

To fulfill our promise of innovation, we offer a variety of methods of learning delivery. We carefully architect each learning opportunity to align with the best way to achieve the development goals. The following methods of delivery are used in our programs:

<table>
<thead>
<tr>
<th>Method</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Classroom Training (CT)</td>
<td>All our classroom training is customized for our clients, to align with their culture and unique goals. We design our classes to align with adult learning principles and increase retention.</td>
</tr>
<tr>
<td>eLearning / Interactive (e)</td>
<td>Much of the online learning out there is simply content repurposed to be posted in an online format. Our eLearning is designed from the start to engage the online learner and to emphasize learning.</td>
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<tr>
<td>Coaching (c)</td>
<td>Our certified coaches are able to maximize the impact of a classroom training course, or to provide individualized coaching. We use assessments, proven methods, and resources to maximize the investment in learning.</td>
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</tbody>
</table>
Many of our courses are based around the principle that there is often no substitute for learning by doing. This creative approach to learning is much appreciated by many of our clients.

RECENT PROJECTS

**UCICOACH for the University of California, Irvine.** Six month program provides participants with the knowledge, practice, and confidence to develop UCI’s workforce. Activates learning through brief, interactive online courses, provides key theoretical knowledge and coaching in a workshop setting to ensure individuals develop the appropriate actions in the workplace, encourages those actions to be taken through action plans, and reinforces the learning through an online coaching lab. Learning objectives include:

1. Clearly articulate the distinctions between different development processes as well as their personal mission, primary values, and six-month leadership and coaching vision.
2. Recognize their individual strengths, tendencies, and opportunities for growth in communication and be able to adapt communication styles with others who have differing preferences.
3. Follow a five-step, staff development process and avoid common mistakes in teaching skills to staff members for the purpose of talent development and succession planning.
4. Give employees appropriate autonomy in the workplace, provide consistent opportunities for skill development, link work to the key values of the employee, and express recognition for success.
5. Create a culture of accountability through task delegation, coaching through mistakes, and appropriate feedback that facilitates a results-oriented work environment.
6. Recognize the importance of healthy conflict, identify common conflict patterns, and utilize strategies and tools to diffuse difficult situations with a practical conflict model.

**Strategic planning facilitation and coaching.** Innovate Learning has provided UCI’s Human Resources senior leadership team with strategic planning facilitation and consulting through the Administrative and Business Services division.

**Communication skills and team development facilitation and coaching.** Individual coaching with managers and staff for UCI Administrative and Business Services was performed to help improve interpersonal communication, behavioral patterns, and work processes. We also partnered with a UCI Administrative and Business Services department on team development and overall communication skills.

**CONTACT INNOVATE LEARNING**

info@innovatelearning.com
tel (949) 542-8583
fax (949) 542-8584
www.innovatelearning.com
Insigniam Performance is an international consulting firm focused on the human factor in organizational success. Our clients are senior executives who have imperatives to lead the achievement of unpredictable accomplishment—to make happen what is considered unlikely or even impossible. Our clients have problems to solve in complex situations, where some of the circumstances are out of their control.

We work with your people to shift their perspectives so that they think and act differently. The work we do with you and your people produces breakthrough results and organizational transformation. Our services include consulting, coaching, education & development and individual & organizational diagnostics.

**Organizational Effectiveness and Staff Development Services**

- Change management including effective communications and new skills development
- Culture transformation
- Design and delivery of management and leadership development programs
- Executive and team coaching
- Executive management assessment
- Management and leadership development

- Organizational transformation
- Identifying and developing leaders; measuring leadership effectiveness
- Performance and productivity improvement
- Restructuring to improve effectiveness & productivity
- Strategy development
Our clients have included hospitals, healthcare systems and some of America’s premiere not-for-profits, as well as 22 percent of the thousand largest companies in the world. We have partnered with major universities and educational systems.

**Leader Training Is Key to Success for $6 Billion Company**

**Challenge**  
The client was committed to upgrading the skill sets and competencies of line supervisors by rolling out a competency-based model for performance. Some supervisors were threatened by the new model. The plant was unionized, further complicating the situation.

**Outcome**  
Insigniam had them take an honest look at historical incidents and decisions about what was and was not possible at the plant. Management took responsibility for areas where they were not holding themselves or others to account. Each leader created a project in her/his area of accountability and developed lasting skills and competencies. The projects produced demonstrable results for the plant. They also began to support each other’s projects and started working as a team.

**Cultural Transformation Produces Performance Breakthroughs**

**Challenge**  
Insigniam revealed a corporate culture of “fire-fighting” and blame through a company-wide survey. These dynamics were contributing to weak performance in a highly competitive industry. This was further aggravated by an entrenched sense of arrogance fostered by the company’s long dominant position.

**Outcome**  
Through a custom designed breakthrough performance program the management team was able to:
- Open communication among team members to increase collaboration. (In one instance, over $4 million was saved by implementing a recommendation that would have been ignored in the past.)
- Breakdown silos and work with corporate office to redesign and save costs
- Complete a project three months ahead of schedule
About Jackson Hole Group

• Founded with the firm belief that executives could benefit from having access to other senior executives who have sat in their seats and experienced their challenges.
• Our principals and consultants comprise a range of backgrounds, accomplishments, and experience in both executive level line management and executive level HR.
• We enable leaders to realize desired business outcomes by transferring our knowledge and insights so they can achieve sustainable results.
• We have a passion for working with talented teams, providing them with greater clarity on their issues and business imperatives, and helping them be successful.
• We have built a reputation for being trusted advisors to Boards, CEO’s and Executive teams.

What Differentiates Us

• Rather than relying on formulaic solutions, we take a consulting approach, working with our clients to customize an approach to their unique needs.
• Can operate at three levels:
  - Lead the design and delivery of solutions;
  - Partner with internal team on design and/or delivery;
  - Behind the scene consulting and advising.
• We’ve been “there” many times:
  - As key executives on the hook for solving tough business problems and successfully transforming our business;
  - And as consultants working with organizations on large-scale change and transformation projects.
• We know the map, the territory, and the potholes.
• We focus on helping our clients to build their own capacity.
• As we help our clients solve tough business and organizational challenges, we emphasize helping the team learn and grow in new skills and expertise.
• And we leave work product behind for future use.
Examples of Recent Engagements

California Dental Association

The California Dental Association is the largest statewide dental association in the country, and their nearly 24,000 members represent almost 70 percent of dentists practicing in the state. The CDA organization is comprised of CDA, the CDA Foundation, The Dentists Insurance Company, and TDIC Insurance Solutions. Founded in 1870, CDA are part of a membership structure that includes 32 local dental societies and the American Dental Association. CDA are proud to say they represent the single largest membership in the American Dental Association. One out of seven ADA members is also a member of CDA.

Projects undertaken:

- Redesign and rollout of executive/staff compensation philosophy and structure
- Ongoing executive advisory services to Executive Director and direct reports
- Executive on-boarding/transitions
- Customized surveys for ED’s annual review as well annual stakeholder’s input on practices, goals and objectives within CDA
- Strategic Planning (including off-sites with Executive Director and direct reports; ensuring Vision & Mission statements are accurate
- Implementing MBO program (including expansion; annual review; providing support to both VP of HR and Executive Director)
Examples of Recent Engagements (cont.)

Skoll Foundation

Jeff Skoll created The Skoll Foundation in 1999 to pursue his vision of a sustainable world of peace and prosperity. Led by CEO Sally Osberg since 2001, their mission is to drive large-scale change by investing in, connecting and celebrating social entrepreneurs and other innovators dedicated to solving the world’s most pressing problems. Social entrepreneurs are society’s change agents, creators of innovations that disrupt the status quo and transform our world for the better. By identifying the people and programs already bringing positive change around the world, Skoll empowers them to extend their reach, deepen their impact and fundamentally improve society. Now one of the leading foundations in the field of social entrepreneurship.

Projects undertaken:

- Design and execution of a strategic planning process to engage the Board and Executive Team in reframing the Foundation’s mission and clarifying its strategy.
- Ongoing executive advisory services to assist in having the Executive Team rise to a new level of effectiveness and alignment, making it vital that team members appreciate and capitalize on one another’s strengths and are aligned around the Foundation’s strategy/committed to measuring progress toward achieving goals.
- Develop and implement process to ensure there is a clear understanding throughout the Foundation of its values, critical cultural norms and the behaviors that demonstrate these norms. The main objective was to ensure Skoll had a highly committed and engaged workforce with a cultural mindset aligned with the vision, mission and values.
- On-boarding of new head of HR
- Redesign and rollout of executive/staff compensation philosophy and structure

Stupski Foundation

Private operating foundation focused on transforming our public education system so that all students are prepared for college, career and meaningful lives. Founded by Larry and Joyce Stupski. Since 1996, the foundation has worked with more than 30 school districts around the country through a variety of programs and research initiatives. Through this work, Stupski Foundation saw that the current public education system, created over a century ago, has outlived its relevance. They also gained insight into the political and regulatory barriers that block innovation in public education.

Projects undertaken:

- RACI Analysis, use of Lominger & 5Dynamics Assessments for Staff/Executive Team Development
- Developed position profiles (complete redesign of each position spec in Foundation, including development of COO & CEO positions specs)
- On-boarding, executive advising to several members of the Program Management/Executive Team (including COO & CEO)
- Provided advisory services to Founders/Board Members with regards to Foundation restructuring and transformation
- Interim Head of HR role for 2-3 years, preparing Foundation for bringing on their own Director of HR (including on-boarding)
- Ongoing executive advisory and on-boarding services to Director of HR, COO and new CEO (Executive transitions)
SUMMARY OF FIRM

Formed in 2004, Jackson Project Services facilitates interventions aimed at improving the effectiveness of organizations, inspiring collaboration in group processes, and developing individuals to reach and contribute to their full potential. We are a team of highly qualified professionals with significant experience in both the public and private sectors and are well qualified to address the requirements of the University of California, its Medical Centers and Laboratories.

Members of our team have experience as senior managers and trusted advisors who have successfully guided transformational initiatives in higher education, healthcare, Fortune 100 and 500 firms, and state and local government. We bring to every assignment proven methodologies, leading edge technology, innovative spirit and an experienced staff to partner with you on initiatives focused on achieving operational excellence and securing short range and long range success for the University of California.

ORGANIZATIONAL EFFECTIVENESS SERVICES

FACILITATION
- We facilitate a broad array of group processes including planning sessions, action learning workshops, focus groups, and problem solving sessions.

STRATEGIC PLANNING
- We guide organizations in creating well-thought out “game-changing” strategies and in developing, communicating and implementing plans which translate strategy into action and results.

PROCESS MANAGEMENT AND PROCESS IMPROVEMENT
- We facilitate process improvement initiatives which include Lean and Six Sigma techniques, to improve operational efficiency, effectiveness, customer satisfaction and to reduce costs. We use leading edge software to document and simulate processes.

CHANGE MANAGEMENT
- We work collaboratively to develop and implement approaches to ensure that employees are ready, willing, and able to successfully implement change initiatives which may include restructuring, re-engineering, new processes and systems, and process improvement.

WORKFORCE PLANNING, TALENT MANAGEMENT, AND SUCCESSION PLANNING
- We are experienced in forecasting staffing levels, defining competencies, and assisting in staff selection; in implementing programs to engage, develop and retain a high performing workforce; and in implementing succession planning to ensure smooth business continuity and retention of institutional knowledge and skills.
### STAFF DEVELOPMENT SERVICES

- Training and Development
- Coaching of leaders and employees
- Management and Leadership Development programs
- On-boarding and new employee orientation
- Development Tools and Assessments (360) Reviews, Behavioral Assessments
- Identifying employee competencies needed for success and testing techniques
- Career Management Programs and Individual development planning
- Web Based Learning Portals to promote a shared knowledge base

### A SAMPLE OF OUR TEAM’S PROJECTS

- **Delivered a change management program for UCOP**, Support Staff for Outreach, Admissions & Student Affairs, Oakland, CA. The facilitation and training program focused on enhancing communication, working as a high performance team, and building interpersonal competencies. The intervention enhanced communications, streamlined transactional processing, and evoked an esprit de corps among staff.

- **Provided executive coaching** (including conflict resolution) for executives in an academic department at Stanford University. All participants were pleased with the development they attained and are performing well.

- **Led the merger** of the UCSF and California Pacific Physicians services organizations that resulted in the formation of the current Brown and Toland Physicians Services organization in San Francisco, which involved over 1,450 physicians, 240,000 patients, and the Executive Boards of both organizations.

- **Conducted an organizational assessment, culture change, and staff** development project with the Student Affairs Division of Sonoma State University. The interventions increased collaboration among varied functions and improved morale.

- **Conflict Resolution:** Worked with Commissioners and staff of the California Student Aid Commission to resolve fundamental disagreements, clarify roles and responsibilities, develop a comprehensive set of Governance Policies, and address issues raised by the Bureau of State Audits.

- **Training development and delivery:** Developed and delivered courses in leadership and management, change management, process improvement and numerous other topics at University of California, California State University campuses, several California counties and health care organizations.

- **State of California agencies for the past two decades:** We typically work closely with senior leadership on large-scale projects that focus on organization development, process improvement, culture change, and enhancing teamwork and morale. Our clients including the following: CalSTRS, Cal/EPA, Caltrans, the California Student Aid Commission, University campuses, and the departments of Social Services, Mental Health, Health Services, Rehabilitation, Parks and Recreation, General Services, and many others.

- **We are currently working with several state and quasi-state organizations** to support organizational improvement, culture change, and employee morale in these unprecedented times of declining resources, furloughs, retirements, and uncertainty about the State’s political and economic future.
Founded in 1993, K. Iwata Associates, Inc. offers a wide range of Organizational Effectiveness and Staff Development consulting services. For work with the University of California system, Kay has combined her talents with Julie O’Mara, Joel Brown, Maureen J. Hochler and Juan T. Lopez, who as Strategic Partners, will be the primary consulting team.

Additionally, we have a respected Network of Professional Colleagues. John D. Hutcheson, Jr., Pd.D., Rick A. Morales, Ph.D., Terri Kruzan, Armida Mendez Russell, Robin Tucker, MBA, JD., and K.T. Connor, Ph.D. are subject matter experts and will be additional resources for larger projects or when their skill sets match the work that needs to be done.

All Strategic Partners and our Network have significant credentials and experience in Organizational Effectiveness and Staff Development work. This business model enables K. Iwata Associates, Inc. to respond to requests whether they are for large and multifaceted projects or small and targeted interventions.

K. Iwata Associates, Inc. understands the complexity of the organizational change process. We have helped organizations, their leaders, and teams develop strategies that support integrating new behaviors and attitudes, organizational competence, and teamwork. Ultimately, this leads to fundamental reinvention of systems and practices. This reinvention requires vision, sensitivity, and the ability to partner collaboratively with clients.

Our Core Values
We are committed to:
− focusing on results
− working collaboratively with clients
− seeking practical solutions
− modeling teamwork
− valuing diversity
− walking our talk; modeling what we advocate others model
− adding depth and sophistication to the work
− being timely, creative and flexible
− being thoughtful and cost effective
− making work enjoyable
− creating excellence

Needs We Help Meet
“The amount of change we have had to go through has my team exhausted and discouraged.”

“I don’t know if it’s really people being resistant or if there are too many structural barriers in their way to make the changes we are seeking.”

“I’d like to put some fun and challenge into our need to ‘do more with less.’”

“I need a leadership development tool that is sound, intuitive, and not too complex to be useful.”

“I have two employees, who are both talented, but they are always at each other – it creates too much tension and distracts the team.”

Websites of the Strategic Partners
www.kiwata.com • www.omaraassoc.com • www.pneumos.com
www.allianceresolution.com • http://amistadassociates.wordpress.com
<table>
<thead>
<tr>
<th>Organizational Effectiveness Services We Provide</th>
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<tbody>
<tr>
<td>− Attraction, development, and engagement of diverse, high-performing employees</td>
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<tr>
<td>− Benchmarking external preferred practices</td>
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<td>− Change management and implementation support</td>
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<td>− Communication services</td>
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<td>− Competency development and diagnostics to assess</td>
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<td>− Culture assessments, recommendations, and implementation</td>
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<td>− Culture and values focused on goal attainment, establishing shared norms</td>
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<tr>
<td>− Diversity and inclusion services – full-range</td>
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<td>− Effective workplace behaviors: assessing and coaching</td>
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<td>− High performance teams</td>
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<td>− HR solutions to support realignments and work process changes</td>
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<td>− Individual development strategies</td>
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<td>− Job redesign: descriptions, reporting relationships, skills needs, resource requirements</td>
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<td>− Leadership effectiveness</td>
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<td>− Performance management policies and techniques, assessment and implementation</td>
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<td>− Process facilitation</td>
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<td>− Strategy development and implementation</td>
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<td>− Succession planning</td>
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<td>− Talent management</td>
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<tr>
<td>− Training</td>
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<td>− Work process studies and improvements</td>
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<tr>
<th>Staff Development Services We Provide</th>
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<tr>
<td>− Candidate criteria and competencies for selection and development</td>
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<tr>
<td>− Career assessments, tools, programs</td>
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<tr>
<td>− Change management skills</td>
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<td>− Coaching</td>
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<tr>
<td>− Collaboration</td>
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<td>− Conflict resolution</td>
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<td>− Effective communications</td>
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<td>− Employee orientation</td>
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<td>− Individual development assessments and plans including 360 feedback</td>
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<tr>
<td>− Influencing others</td>
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<tr>
<td>− Leadership training</td>
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<tr>
<td>− Onboarding</td>
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<tr>
<td>− Outplacement services for all levels and needs</td>
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<td>− Performance standards, metrics, ratings, ranking</td>
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<tr>
<td>− Strategic planning</td>
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<td>− Team building</td>
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<tr>
<th>Products We Offer</th>
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<tbody>
<tr>
<td>Discovering Diversity Profile®</td>
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<tr>
<td>Global Diversity Survey®</td>
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<tr>
<td>Global Ethics and Integrity Benchmarks©</td>
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<tr>
<td>HBDI® (Herrmann Brain Dominance) Assessment and Profiles</td>
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<tr>
<td>Leadership Effectiveness Analysis (LEA) Strategic Directions™</td>
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<td>LEA Role Expectations™</td>
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<td>LEA 360™</td>
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<td>LEA Best Practices Report™</td>
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<th>In addition ...</th>
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<tr>
<td>We offer more services than are listed here. With our extensive network and high-quality standards and reputation, we reach out to identify quality resources to meet your needs. We can serve all UC locations.</td>
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Contact:
Kay Iwata • 510-471-7840 • kay@kiwata.com
Headquartered in Los Angeles since 1986, our corporate philosophy emphasizes a strong commitment to our clients. KH Consulting Group (KH) delivers customized work in close cooperation with our clients.

Our assistance is effective because of our consultants’ expertise and familiarity with similar problems and responses in a variety of settings in the United States and abroad.

Gayla Kraetsch Hartsough, Ph.D., KH’s President, is frequently involved in projects and takes personal responsibility for their success. She has focused on higher education issues throughout her career.

KH HIGHER EDUCATION MANAGEMENT SERVICES

Governance and Leadership Development
- Role and composition of Boards of Directors/Trustees
- Definition of policies, objectives, and goals
- Leadership development and training
- Board and management planning retreats
- Executive coaching

Strategic Planning
- Strategy planning
- Educational master planning
- Assessment of strengths, weaknesses, opportunities, and threats (SWOT)
- Environmental scans
- Evaluation of different scenarios and available options
- Structuring of strategic initiatives to achieve strategic directions

Building Coalitions and Networks
- Engagement of the critical organizations, communities, and people
- Shared planning, accountability, and implementation strategies
- Capacity building and knowledge transfer

Human Resources
- Salary administration studies, including compensation surveys and compensation plans, including incentive strategies and plans
- New classification structures
- Staff planning, forecasting, and relevant implementation strategies
- Management succession plans
- Performance appraisal systems, including 360° designs
- Recruitment strategies
- Career planning

Performance Measurement
- Balanced Scorecards
- Strategy mapping
- Key performance indicators
- Integration of community and stakeholder priorities in measurement systems
- Operational measurement systems

Process Reengineering
- Business process reengineering
- Efficiency reviews and operations studies to improve productivity
- Activity analysis for understanding the labor costs for consolidation and reallocation of work
- Analysis of outsourcing options and related options

KH is certified as a Women Business Enterprise (WBE), Small Business Enterprise (SBE), Community Business Enterprise (CBE)
Since 1986, KH has served more than 200 private corporations and public sector clients in 7 foreign countries – Australia, Canada, France, Saudi Arabia, Taiwan, Czech, and Singapore – and 25 states in the United States. KH has served many educational enterprises, including colleges and universities, pre-school programs, K-12 systems, and non-profit organizations (e.g., National Medical Fellowship, National Mental Health Association of Greater Los Angeles, The Getty Conservation Institute, and W.M. Keck Foundation). Highlights of some of our higher education-related projects are:

- **University of California at Los Angeles (UCLA)** – KH has performed five projects at UCLA:
  - Classification systems for Campus Human Resources (CHR)
  - Benchmarking comparisons of campus police operations at 27 public urban research universities
  - Organizational readiness for implementing a new information system for Student Affairs
  - Review of fiscal management and administration within the Cultural and Recreational Affairs organization
  - Analysis of the implications of a responsibility center management model for Facilities Management and Environmental Health, based on the experiences at:
    - University of Pennsylvania
    - University of Indiana
    - University of Southern California

- **California State University System** – KH has performed several major projects that involved multiple universities in the CSU system:
  - Survey and refinement of job classifications
  - Reengineering of human resources processes at 5 CSU campuses
  - Customer service survey and benchmark comparisons of administrative functions, involving 15 of the 22 CSU campuses and the Chancellor’s Office. Of the 56,000 surveys distributed, 24,000 were returned from faculty, students, administrators, and staff regarding:
    - Accounts Payable
    - Procurement
    - Facilities
    - Student Accounts Receivable
    - Financial Aid
    - Admissions
    - Records
    - Human Resources

- **Eastern New Mexico University** – KH assisted with the development of the initial strategic plan and implementation of specific components of the strategic plan, including the design of performance management incentives

- **Northwestern University/Evanston Research Park** – KH conducted market research of what would be the best strategies to use to attract corporations to the research park

- **University of Nevada Las Vegas (UNLV)** – KH explored alternative funding strategies for implementing a $1.7 billion Facilities Master Plan

- **University of the Pacific** – KH applied our strategic cost management model to the School of Education and School of Business

- **University of Southern California (USC)** – KH has performed two studies at USC:
  - Staffing study and reallocation of resources, based on work standards, for Facilities Maintenance and Operation at the Norris Cancer Center
  - Operational analysis of Parking and Transportation Services

- **Los Angeles Higher Education Roundtable** – KH organized and facilitated quarterly roundtables of 32 colleges and universities in the greater Los Angeles area for more than 8 years

- **U.S. Department of Health and Human Services/ National Medical Fellowship (NMF)** – KH surveyed public health programs across the nation to determine how minorities accessed their programs and educational funding

- **U.S. Department of Health and Human Services** – KH conducted site visits and assessed the use and impact of $50 million in Title VII funding at health-related programs at historically black institutions, including Tuskegee University Veterinarian School, Morehouse Medical College, Howard University, Meharry University, Florida A&M University, and Xavier University

- **California Community Colleges** – KH has served approximately 25% of the community colleges in the State of California in the areas of strategic planning, educational master planning, organizational design, operational reviews of administrative functions, cost reduction, strategic cost management, and management audits

Inquiries about our services may be directed to: Gayla Kraetsch Hartsough, Ph.D., President

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Overview of La Piana Consulting

Founded in 1998 with start-up capital from three major foundations, La Piana Consulting is a national management consulting firm dedicated to strengthening nonprofits, foundations, and public agencies. Our mission is to improve leadership and management practices throughout the sector for greater social impact. We have consulted to over 600 organizations with an emphasis in the following practice areas:

- **Strategy**: organizational assessment and organizational development, *Real-Time Strategic Planning*, business planning, market positioning
- **Leadership**: capacity-building programs, human resources solutions, executive search and transition planning, governance
- **Strategic Restructuring**: collaborations, partnerships and mergers

**Working together to make a difference**

It is our goal to deliver concrete results that empower your team and advance your organization’s mission. Our collaborative consulting process facilitates bridge-building and cultivates a strong sense of ownership throughout your organization. We will work with you to formulate strategies that ensure your capacity-building efforts are implemented for lasting success.

**Partners with Experience**

You need a partner who understands the nonprofit sector. La Piana consultants have direct experience managing nonprofits, so you will be treated as a peer—not a contract. We help pinpoint your organization’s core challenges and work with you to develop strategic solutions to overcome them. You will receive personal attention from an interdisciplinary team of experts. We are committed to fostering collegial partnerships that grow beyond specific engagements.

**Thought Leaders**

La Piana consultants regularly undertake original – often groundbreaking – research and development, leading to ongoing innovation in our own practice and wide adoption of our new methodologies throughout the nonprofit sector. Our consultants are popular speakers and frequently participate in the national dialogue on organizational effectiveness. To support and advance the sector, we have produced a library of resources, from assessment tools and white papers, to books including *The Nonprofit Strategy Revolution* and *The Nonprofit Mergers Workbook*. We offer national workshops and trainings on the sector’s best practices for nonprofit leaders and consultants.

**Our Mission**

We are dedicated to transforming the way nonprofits are led and managed so that they can achieve greater social impact. Our mission is to help your organization become more effective through enhanced strategy, leadership and collaboration. It is the socially-driven work of the nonprofit sector that inspires us as La Piana consultants. We salute the exceptional nonprofit leaders who continue to strive to make nonprofit organizations more effective in the face of today’s economic challenges. We look forward to a bright future of working together to make a difference.
Examples of Client Projects

Higher Education Institutions

- UC Berkeley, Bancroft Library – Strategic Planning
- UC Berkeley, Policy Analysis for California Education (PACE) – Strategic Planning
- Stanford University Medical Center; Department of Neurology – Strategic Planning
- Stanford Hospital and Clinics – Executive Search
- Portland State University – Human Resources consulting / Professional Development

Nonprofits / Public Agencies

- American Society for the Prevention of Cruelty to Animals (New York City) – Strategic Planning, Management Team Development
- Audubon California – Strategic Planning
- Blue Shield Against Violence (Blue Shield of California Foundation) – Organizational Development, Collaboration
- California Partnership for Achieving Student Success (Cal-PASS) – Strategic Planning
- Chabot Space and Science Center (Oakland) – Organizational Development, Strategic Planning
- Coalition for Science After School (a project of the Exploratorium at the Palace of Fine Arts, San Francisco) – Strategic Planning
- Community Resources for Science (Berkeley) – Strategic Planning
- Exposition Park Intergenerational Community Center (Los Angeles) – Business Planning
- Grantmakers for Education (national) – Executive Search and Transition, Strategic Planning
- Hispanic Foundation Silicon Valley – Strategic Planning
- League of Women Voters of California – Strategic Planning, Organizational Development
- Marin Community Foundation – Management Team Development, Culture Change
- P.S. Arts (Los Angeles) – Strategic Planning
- San Francisco Dept. of Public Health, HIV Prevention Section – Training and Coaching
- Sierra Club (national) – Strategic Planning, Culture Change
- United Ways of California – Business Planning, Executive Coaching
- YMCA of the USA, plus numerous local Ys across the country – Strategic Planning, Organizational Development, Professional Development, Staff Training

A more complete list of our clients is available at: www.lapiana.org/About/Clients.html

For information about our services, contact us at 510-601-9056 or info@lapiana.org
Overview of Services

Lee Hecht Harrison is a talent solutions company focused on delivering superior results in Career Transition (CT), Leadership Consulting (LC) and Workforce Solutions (WS) for organizations committed to developing their best talent and becoming employers of choice.

LHH serves companies that are facing increasing pressures on their businesses resulting from demographic shifts, productivity demands and changing global business requirements.

Many of these organizations are trying to address these pressures by investing in their people, deploying and redeploying their resources, expanding their markets and reducing their costs. In doing so, they frequently find themselves confronted with challenges and obstacles to reaching these objectives, including the needs to engage and retain their people, develop their leadership bench strength, provide career transition for employees and help their managers become effective, proactive coaches.

Depth and breadth of capabilities – maximizing talent

LHH helps clients manage, develop and grow their most important resource – talent. We offer talent solutions throughout the entire employee lifecycle – from assimilation, through development, engagement and retention, to redeployment and transition – all to help you maximize performance and results.

1. Career Transition
   Helping clients plan, manage and maintain productivity as they transition individuals.

2. Leadership Consulting
   Helping clients identify, assimilate, access and develop current and future leaders.

3. Workforce Solutions
   Helping clients engage and retain employees through innovative career development solutions.

Career Transition
- Pre-Event Planning
- Resiliency & Workforce Productivity
- Redeployment
- LHH Select (Outplacement)
- LHH Signature Service (Executives)

Leadership Consulting
- Leadership Strategy & Program Design
- Group Development Programs
- Executive Coaching Programs

Workforce Solution
- Career Management for Managers, Critical Talent and the Broader Workforce
- Change Management for Managers & Employees
- Retention and Engagement Development Solutions
Our Experience

We have worked with market leaders in all fields – including education; public and private, defense and aerospace; banking, consumer product; energy and utilities; healthcare and pharmaceutical sectors.

In 2008, we provided similar services to over 3,000 active customers and more than 100,000 individuals. These included more than 70 Fortune 100 (70%) companies and 280 Fortune 500 companies (56%).

LHH brings to UC significant in, and an understanding of, the specialized needs of universities and colleges. Our experience affords us specialized expertise and a working knowledge of the unique needs of more than 100 educational institutions including large state universities and private colleges.

On a national basis, we have partnered with leading institutions in providing leadership consulting, workforce solutions, career management and outplacement to support the organizations and their employees. Additionally, LHH maintains a specialized University Relations Department focusing on service to collegiate alumni and students.

In the area of executive coaching, The Wharton School of Business has recognized LHH’s leadership by entering into a collaborative partnership to provide executives who come through its various executive education programs the opportunity to receive customized LHH executive coaching.

As a result of this experience, we are very sensitive to the issues that are faced by UC, we understand the language and nuances of your sector, and we are well-equipped to help individuals transfer their skills to other meaningful work opportunities.

LHH has served the UC San Francisco, UCSF Medical Center and UC Office of the President over the past two years and some longer. We have provided Pre-Notification Consulting, including Manager Notification Training, On-Site Orientations, Individual and Group Outplacement/Career Transition Services and Executive Coaching.

Through our nine office locations in California, we provide leadership consulting, executive coaching, workforce solutions, career development, change leadership and career transition services. In addition, we have the ability to deploy consultant resources in multiple locations to meet university specific needs. We simultaneously deployed over 300 consultants in 23 countries to meet and organization’s priorities.

To learn more about the services Lee Hecht Harrison (LHH) provides please call the following individuals:

<table>
<thead>
<tr>
<th>LHH Contact</th>
<th>Phone / e-mail</th>
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</table>
| Peg McAllister, SVP, Relationship Manager / Account Director | Direct: 415.616.4203  
Peg.McAllister@LHH.com |
| Khristina Alvarez, Client Relations Coordinator | Direct: 415.616.4247  
Khristina.Alvarez@LHH.com |
| San Francisco Office            | Main: 415.434.0125  
Fax: 415.362.3565 |
| 235 Pine Street, Suite 1400      |                                                      |
| San Francisco, CA 94104          |                                                      |
Consultant Background

Mary Beth Baker is an independent consultant focused solely on delivering consulting support to higher education institutions and non-profit organizations. The focus of her consulting service is to help clients develop responses to external and internal challenges through strategic planning, organizational restructuring, process improvement, and technology integration. Mary Beth supports clients in a variety of roles including facilitator, analyst, and project manager. Depending on the nature of the consulting engagement she will often collaborate with other higher education consultants to deliver client work.

Over the last eight years Mary Beth Baker has supported many of the UC campuses (Berkeley, UCLA, UC Riverside, UCSD, and UCSF) and the UC Office of the President on over 20 different engagements ranging in scope from strategic planning, operations and organizational assessments, to implementation support and IT project planning. The duration of these projects is equally diverse, ranging from one to two day facilitations to projects lasting from six months to two years. Prior to establishing an independent consulting practice Mary Beth was a partner for PricewaterhouseCoopers (formerly Coopers & Lybrand) where she led the western region Higher Education Consulting practice that also provided consulting support to UCOP, UCSF and UCSD. Through her 15 years of experience working with the University of California she has developed a deep understanding of the UC operations and environments and sensitivity to the diversity and culture of the various UC campuses, labs and Office of the President. Mary Beth will be the lead consultant delivering consulting support in projects related to organizational effectiveness and she will team with an independent consultant, Dianna Sadlouskos to deliver staff development services.

Dianna Sadlouskos is an independent consultant with twenty years experience in higher education and the high tech industry. Prior to working as a consultant Dianna was a staff development specialist for the State of Arizona and led Career Services for Pepperdine University. Her experience with Pepperdine University also included creating and facilitating job search seminars and working with individuals in developing custom career development plans. In addition, Dianna has developed custom training programs for her consulting clients that has included web-based and instructor led delivery modules. Her client engagements have focused on strategic planning, training and development, and organizational change management. In previous positions at Microsoft Corporation and IBM Business Consulting Services (formerly PricewaterhouseCoopers), Dianna has led small and large scale consulting engagements. She has also held leadership positions at Pepperdine University and The Phelon Group (a marketing consultancy).

Consulting services that can be provided by Mary Beth Baker and Dianna Sadlouskos include:

Organizational Effectiveness

- Strategy Development, Facilitation, and Process Management
- Restructuring of Organizations, including alignment of current actions with organizational vision
- Work Processes, Job Design, Accountabilities and Authorities and Required Resources
- Change Management Programs including Effective Communications and Skills Development
- Best Practice Reporting
• Culture, Values, Workplace Behaviors and Leadership Support
• Establishing strategies for attracting and engaging high quality, diverse, high performing employees

**Staff Development Services**

• On-Boarding and New Employee Orientation
• Individualized Outplacement Services
• Individual Effectiveness Coaching
• Management and Leadership Development Programs
• Career Management
Project References

Mary Beth has extensive experience working with the University of California Office of the President and several campuses on well over 20 diverse projects. Her experience with the University of California dates back to 1995 when she was a partner at PwC (formerly Coopers & Lybrand) leading the western region higher education consulting practice. Mary Beth has continued supporting the UC during her eight-year career as an independent consultant.

2007-2010

1. Development of Strategic Business Model to support campus investment in telemedicine, UCSF (Clients: Ron Arenson, Chair Radiology and Opinder Bawa SOM CIO, January 2010 to current);
2. Assessment of Institutional Data Management and Governance, UC Berkeley (Clients: George Breslauer, Executive Vice Chancellor and Provost; and Nathan Brostrom EVP Administration, July 2007 through July 2009);
3. Planning and facilitation of the 2009 planning retreat for the UC IT Leadership Council, System wide CIOs (Clients: Jim Davis, AVC IT at UCLA and David Ernst, CIO & AVP, UCOP, March 2009);
4. Development of business process/PPS replacement strategy on behalf of the UC Controllers (Clients: System wide Controllers, Mike Allred, Controller, UC Davis; Sue Abeles, Controller, UCLA; and Don Larson, Controller UCSD, October 2008 through July 2009);
5. Assessment of the Committee on Human Research (CHR) processes, definition of functional requirements, identification of technology solutions and option analysis, UCSF, Project Management Office, (Clients: Jonathon Showstack, retired CIO and Mara Fellouris, Executive Director, Project Management Office, April - November 2007);
7. Identification of functional requirements for ASISST, UCOP Student Services (Client: Susan Wilbur, Director Undergraduate Admissions, December 2007 - March 2008);
8. Consultation and background research to assist the recruitment of the Office of the President CIO (Client: Katy Lapp, former EVP, Administration, November - January, 2007);
9. Reorganization of Division of Information Services and Technology, UC Berkeley, Division of Information, Services and Technology (Client: Shel Waggener, CIO, Jan 2007 – Jan 2008);
10. Facilitation of IT strategic planning process, UC Riverside, Division of Computing and Communications (Client: Chuck Rowley, Associate Vice Chancellor, Computing and Communications, Jan – March 2007);
11. Facilitation of a planning retreat for University Relations, UC Berkeley (Client: Rosemary Kim, Executive director, Advancement Operations, March 2007);

Prior to 2007 (Note these references represent projects led by Mary Beth Baker either as an independent consultant or as partner while employed at PwC.

12. Project planning support for implementation of Velos software, UCLA, Jonsson Comprehensive Cancer Center (Client: Rob DuWors, Deputy Director of the JCCC, July - Dec 2006);
13. Operations and Services assessment of the UCOP departments of Records Management and Mail Services (UCOP, September 2006);
14. Facilitation of Planning Retreats for Information Technology Services (ITS), (UCSF, Winter 2006) and the Department of Surgery (July 2003);
15. Facilitation of UC Internal Auditors bi-annual strategic planning retreat (UCOP, August 2005);
16. Assessment of IR&C Administrative Services (UCOP, May 2005);
17. Facilitation of Strategic Planning retreat for Senior VP Business and Finance (UCOP, March 2005);
18. Development of organizational strategic plan (UCOP, Office of Information Resources and Communications, July 2004);
19. Development of a Change Management Strategy for LINKS project (campus PeopleSoft project) (UCSF, July 2003);
20. Developed Post Production Strategy for Links and specific action plan for General Ledger (UCSF, January 2003);
21. Project planning support and organization for campus implementation of New Business Architecture (UC Davis, November 2001);
22. IT Strategic Planning which resulted in the formation of Administrative Systems Advisory Committee (UCSF, while partner at PwC, Feb, 2001);
23. Assessment of PPS (UCOP, while partner at PwC, January to June 2000);
24. Development of New Business Architecture framework (System wide, while partner at PwC (formerly Coopers & Lybrand), March 2000);
25. Reengineering of Research Administration (UCSF, while partner at Coopers & Lybrand, 1995) and
26. Project facilitation and training support to campus team tasked with conducting a business process review and redesign of research administration. (UCSD, while at Coopers & Lybrand, 1994).

Staff Development Services highlighting Dianna Sadlouskos experience in Curriculum Design, Course Development and Instruction

- Established and delivered curriculum for on-boarding new management consultants for the Phelon Group, marketing consultancy. (The Phelon Group: 2004 – 2006; employed as Chief Operating Officer and Principal Consultant)
- Developed and delivered a two-day customer reference seminar for B-to-B companies that was deployed in four cities. (American Marketing Association: 2005 – 2006; Consulting Engagement).
- Created on-line curriculum for a six-course education series focused on leveraging customer relationships in sales and marketing efforts. This series was deployed to HP’s worldwide sales and marketing organization. (Hewlett Packard: 2004; Consulting Engagement)
- Created and implemented a training program addressing new processes, procedures, job roles and performance measures in support of a new insurance claims processing system. Also included developing and implementing a change management plan. (State Compensation Insurance Fund: 1999; Consulting Engagement)
- Developed and facilitated career development/job search strategy workshop series for Master of Business and Master of International Business students. Conducted individual coaching sessions, personal marketing strategies, salary negotiation, ethical conduct and career transition. (Pepperdine University Graziadio School of Business and Management, 1993 – 1998; as Director of Career Services and Student Recruitment).
COMPANY ORGANIZATION AND STRATEGIC DIRECTION

Mason-Smith Success Strategies is a team of consultants specializing in organizational effectiveness and staff development for over 20 years to help clients address complex issues, challenges, and opportunities. The hallmark of our approach is engaging people to achieve progress on issues they care about, plan for the future they desire, and create organizations they want to work in. We help harness and coordinate the energy, interests and resources of multiple and diverse stakeholders, maximizing each party’s contribution and making sustainable change possible.

Our primary services are:
• Strategic Visioning, Planning, and Implementation
• Culture Change
• Organization and Work Re-Design
• Process Improvement to Gain Organizational Effectiveness
• Leadership and Team Development
• Leadership Coaching

The three principal consultants of Mason-Smith Success Strategies – Laura Mason-Smith, Susan Dupre, and Lisa Beutler – are located in the Sacramento area and are willing and able to travel to all UC locations. Our clients (public agencies, businesses, associations, or community-based organizations) call on us to help them address problems or business opportunities that often defy ordinary conflict resolution strategies or technical fixes -- issues that go beyond multi-stakeholder input and into the realm of multi-stakeholder collaboration.

We create safe spaces for people to discuss controversial questions. We design and facilitate meetings which allow individuals and groups with widely divergent viewpoints and interests to work together over the long term. These meetings, which achieve real organizational goals, range from 2 to 400+ participants. We work toward meaningful involvement on the creation of shared vision and goals and/or the development of sustainable responses to intractable issues. This “engagement of the whole system” in whatever change the client desires is one our core operating principles and certainly one of our strengths.

It is not necessarily easy to bring together people with divergent perspectives and viewpoints. It can be even harder to keep them on board and committed to building more positive responses to complex issues. We see the need for this kind of leadership now more than ever, especially given the challenging environment currently faced by the University of California.

New forms of leadership are required in order to bring messy opportunities into new possibilities. We are committed to supporting and coaching leaders so that they can effectively convene collaborative processes over and over again to turn their visions into reality.
VALUES

Partnership – We work in partnership with our clients based on the assumption that we each have different information and unique strengths.

Building from Strengths – We work from a strength-based stance, building on what is already working well with individuals and in their organizations.

Authenticity – The way we do the work will model the outcomes the client wants to achieve.

PROJECT EXAMPLES

Clients call on us to assist them with a myriad of project types – from small to large in scale, from a few to a large number of stakeholders, and from day-to-day issues to those that are extensive and complex in scope. These can include Division or Department work teams all the way to larger organization-wide efforts. Examples of some client projects are shown below.

City of Rocklin, CA – Strategic Planning and Budget Realignment
Most public entities around the state are facing challenging budget situations, with reduced tax and State revenue along with increased demand for services. This project supported the City’s elected and administrative leadership in developing a realistic vision for the future and setting both program and organizational priorities. Representatives from the public provided input as part of the process.

UC Davis, Division of Administrative and Resource Management – Strategic Planning and Team Development
A few years prior to merging into the new Division of Administrative & Resource Mgt., representatives from the former Office of Resource Management & Planning and the former Office of Administration met to create a shared positive vision for how they could work together most effectively, identify and prioritize goals, clarify roles and responsibilities, and build an action plan to achieve the vision and goals. Contact: Karen Hull, Associate Vice Chancellor Human Resources (530) 752-6264

Water Resources Control Board – Strategic Planning
Assisted the Water Board in creating a stakeholder-driven strategic planning process to update the Water Board’s Strategic Plan. This project included designing and facilitating a summit of over 100 key stakeholders, a second summit of over 100 key staff, multiple regional board sessions, and additional facilitation with staff, executives, and the Water Quality Coordinating Council (WQCC). The final phase included facilitating a public input session on the final draft. Current and future work includes convening special advisory groups for key management elements of the Water Boards, and continuing facilitation of the WQCC.

City of Sacramento, Development Services Dept.–Whole System Change
Assisted the City in transforming the Department. Work included: developing a shared vision, mission, and strategy; extensive team development with all Department staff; facilitating customer focus groups to obtain feedback on current services; developing and implementing strategies to educate and engage staff in the new customer-service focused culture; developing strategies for business process redesign and organizational improvements; and, working with leadership and various staff teams to launch and implement the new organizational structure.

CONTACT US

Please let us know how we can best assist you. For more information contact Laura Mason-Smith at 916-485-3582 or laura@masonsmith.com.
Higher Education

For over three decades MGT of America has specialized in helping clients achieve success in higher education operations and programs. As a result of our extensive experience, we have a keen understanding of university, college, and state system operations. You will appreciate and benefit from high quality results that are practical and achievable. MGT specializes in being creative, flexible, and adept at working with the unique issues and opportunities our higher education partners experience. We have assisted colleges and universities in addressing issues in virtually every area of higher education administration, including:

**Organizational Effectiveness**

- Restructuring of Organizations, including alignment of current actions with organizational vision.
- Work Processes, Job Design, Accountabilities and Authorities and Required Resources.
- Best Practice Reporting.

  MGT is highly experienced and skilled at measuring, evaluating, and subsequently developing organizational strategies for improvement.

**Change Management**

- Change Management Programs including Effective Communications and Skills Development.

  MGT’s focus on change management proactively addresses the “people-related” risks that must be managed to achieve successful implementation of an initiative.

**Managerial Effectiveness**

- Culture, Values, Workplace Behaviors and Leadership Support.

  When leaders make the most of their strengths and compensate for their weaknesses through a strong team of direct reports, they enhance their effectiveness as motivators, visionaries, and decision makers.

**Designing People and Workforce Strategies for Performance Improvement**

- Identifying and developing leaders; measuring leadership effectiveness; establishing strategies for attracting and engaging high quality, diverse, high performing employees.

  Identifying and developing leaders requires first identifying the expected results of that leader and then creating a process to measure attainment of the expected results.

**Staff Development Services**

**Executive Coaching**

- Individual Effectiveness Coaching.

**Leadership Development and Succession Planning**

- Management and Leadership Development Programs.

  MGT views staff development as a component of creating and maintaining the highest level of organizational effectiveness.

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**WHY CHOOSE MGT OF AMERICA?**

**Our Understanding of Higher Education**

Success is measured by the ability to evaluate complex information and reach conclusions that are both defensible and thorough. Our projects are guided by detailed work plans that are developed jointly with our clients. This allows us to understand your priorities and helps you to monitor project success. We focus on the key issues you want to address and maintain open and effective communication with you every step of the way. The recommendations we make are grounded in real world experience with one goal in mind:

ACHIEVING RESULTS.
SELECT PROJECT EXPERIENCE

BUSINESS PLAN FOR NEW MEDICAL SCHOOL

University of California, Merced
March 2006 - October 2008
MGT assisted the University of California Merced in developing a business plan to be presented to the University of California System Administration. Responding to an identified need for the system to greatly increase the number of medical graduates each year, the document included a long-term enrollment plan, curriculum description, multi-year operating budget, and capital investment plan.

PREUSS MANAGEMENT REVIEW

University of California, San Diego: Preuss School Charter
March 2008 - June 2008
MGT conducted a performance management review of the University of California-San Diego Preuss Charter School. The project included a review of current state charter school law and regulations; school policies and procedures; school charter; and Board bylaws, composition, roles, and terms. We also surveyed other charter schools, and reviewed grade reporting and human resource management procedures.

REVIEW AND ASSESSMENT OF THE HOUSING AND DINING SERVICES PROGRAM

University of California, San Diego
March 2006 - July 2006
The University of California, San Diego (UCSD), contracted with MGT to review and assess its Housing and Dining Services (HDS) program. MGT conducted interviews and focus groups with campus stakeholders and analyzed trends in findings from UCSD’s annual customer satisfaction survey. The project also included making benchmark comparisons with housing and dining programs at other institutions that were similar in size to UCSD’s current and planned capacity. MGT conducted work sessions with HDS leadership and management staff to refine proposed short-, medium-, and long-range phasing strategies relating to organizational structure, staffing, and business scope and resource development.

INSTITUTIONAL REVIEW

Tarleton State University
December 2008 - February 2009
MGT assisted the new president of Tarleton State University in conducting an institutional review. The purposes of the review were to determine if current organizational relationships would effectively serve the university as it continued to grow and develop and to assess performance of twelve specified functional areas.

EXECUTIVE COMPENSATION STUDY

University of North Texas System
February 2008 - June 2008
The University of North Texas (UNT) System contracted with MGT to design, conduct, and administer a comprehensive compensation and salary survey for identified executive positions within the UNT System, and to create tools and processes to facilitate annual performance evaluation. MGT worked with UNT to identify market benchmarks as well as peer institutions and positions. MGT also assisted UNT in developing an executive compensation philosophy, designing a compensation system and pay structure to support identified goals and objectives.

For a complete listing of MGT’s Higher Education clients, please contact Nancy Stepina-Robison at (850) 322-8090.
At Miriam Abrams & Associates, our team of experts -- Miriam Abrams, Nancy Feinstein, Jacqueline Elena Featherston and Kayla Kirsch - has combined their talents to offer an array of clients a breadth and depth of experience providing organizational effectiveness and staff development services, including extensive experience with the University of California. Our team of four senior consultants has developed both in-depth contracts with organizations, some that span nearly a decade, and short-term consultancies including trainings and process facilitation. Building on the wealth of experience that we bring to our work, our consultants individualize our services to meet the need of each client.

In addition to our depth of experience in this field, we have the additional qualifications:

• A superior ability to address internal organizational structure and function issues, as well as external demands and impact on the organization, and the dynamic between these two

• A commitment to, and extensive experience in, developing processes that creatively engage stakeholders from a diversity of communities and cultures, as well as different learning styles, including use of graphic facilitation and other innovative processes

• Extensive experience in strategy, including developing concrete plans for results and methods for ongoing evaluation and assessment

• Creative implementation of processes that engage people from a diversity of communities and cultures, as well as different learning styles

Services provided include:

• Strategy Development and Process Facilitation
• Job Restructuring and Design, Reporting Relationships, Accountabilities and Authorities; Required Resources and Skill Requirements
• Change Management Programs, Inc. Effective Communications and Skills Development
• Performance management policies and processes;
• Culture, Values, Workplace Behaviors and Leadership Support
• Identifying employee competencies needed for success
• Identifying and developing leaders
• Succession Planning
• Personally effectiveness and leadership coaching, mentoring, development planning
• Strategies and programs for team building and increasing team performance
• Conflict Resolution
Sample Projects

Hammer Museum, UCLA
Facilitation of an extensive strategic planning and organizational effectiveness process that included input from diverse stakeholders. The process resulted in unified organizational direction and priorities with specific implementation plan; improved communication throughout the institution; clarified decision-making processes and more effective management team.

Lawrence Hall of Science, UC-Berkeley
Designed and implemented a merging of two departments for cost effectiveness and improvement of service. Through a comprehensive communication plan, facilitation of the development of goal and strategies for the merged department, leadership coaching, and facilitation of all-staff department meetings, team building and visioning session, the merger was successfully completed, department direction was clarified with the result of greater effectiveness.

California HIV/AIDS Research Program, Office of the President
Consulted on organizational effectiveness and strategic planning, including an organizational diagnosis, resulting in concrete recommendations to improve effectiveness internally, as well as with University and community stakeholders. Clarified and communicated decision-making processes, conducted team building for increased team performance, and coached leadership on effective staff supervision. A strategic planning process engaged diverse stakeholders throughout the state and resulted in a significantly new approach to the work of the Program that was embraced throughout the organization.

Office of Government and Community Relations, UC-Berkeley
Executive consultation and coaching related to the transition of leadership from the individual who was Associate Chancellor and Chief of Staff for decades, to a new structure and staff and leadership for this function within the Chancellor’s Office. Consulted in restructuring, hiring of new staff, and coaching the Director, relative to issues such as upgrading performance of long-time staff and their re-integration with new staff and priorities. This consultancy led to strategic repositioning of unit within UCB, resulting in a new profile, and significantly broadened scope and quality of work for this department.

Berkeley International Office
Strategic planning, customer service training and annual retreat facilitation for last several years, has helped the organization redefine and communicate its mandate, establish clear priorities, improve efficiencies and customer service. These have resulted in new resources, increased capacity, building and sustaining a positive work culture, and establishment of a vastly improved reputation on campus.
The Founder – Dr. Mojdeh Rezaee's background includes advanced degrees, teaching, research, leading and providing consultation in the fields of information science, educational psychology, industrial psychology, clinical counseling, career counseling and counselor education. In the last 25 years, her passion for philanthropy and charity has led her to also serve as a founding executive director, creating successful service programs and raising millions of dollars in support of access to quality education, training and careers for youth, the disabled and new comers.

ResilientCareers is a continually growing effort, created out of feedback and knowledge of consultants, entrepreneurs, executives and trainers who render personal and professional experiences and journeys in hope of helping organizations generate new energy and success with minimal efforts.

The Offerings are tailored to address deficiencies and to emphasize the strengths of the organization in preparing its’ foundation for greatness. A variety of these offerings support the following outcomes:

- Leadership and Organization Effectiveness for A Successful Cultural Transformation (Coaching & Mentorship)
- Strategies for sustainable positive growth, and profitability (Assessment, Training & Coaching, QA)
- Great strategic plans supported by the formulation of OE goals and initiatives
- Management and Productivity Tools for Excellence
- Career Development Programming to Build A Winning Team and Emerging Leaders
- Training Series for Management & Team Leaders – From Excellence to Greatness
- Resiliency and Success in Making A Change – Training and Coaching Services

Recent Clients

- ATEL – International Leasing Corporation: Monthly Management & Employee Training Series for OE and Team Building
- OW Enterprise Charity Projects – Assessment and Recommendations for a new direction and strategies for O.Winfrey charitable foundation
- UCB – Design and Development of the Office of Ethics, Compliance and Risks
- UCOP – Design, Development and Implementation of A Year Long Career Development Program to assess, identify, train and help with advancement of emerging talents and leaders
- CampFire USA – OE, Grant writing and developing new funds, Design and delivery of new services.
Description – Participants learn skills and tools of top performers, who are respected for their talented ways of running successful businesses, staying ahead of competitors, and having loyal customers and employees. Essentially, the participants will learn to help the organization to go on an auto-pilot of agility, innovativeness, success and excellence.

Each session offers instructions, real scenarios, discussions and work group interactions.

When an organization emphasizes the importance of organization effectiveness and these training sessions for all leaders, managers, team leaders and key staff, it simplifies processes and tasks, avoids escalation of problems, and saves money and time. It allows for engaging everyone at once with respect to building an organization-wide effectiveness, while becoming the best to work for and known for quality service.

Workshop Participants’ learn effective ways to:
- OE: What it takes to create and implement system-wide organizational effectiveness
- Shape a leadership and management style suited for greatness
- Boost influence, visibility, and financial gains
- Build trust, respect, responsiveness and enthusiasm
- Diagnose and identify risks, problems and obstacles facing you, your team and the organization
- Make changes and transitions successful and meaningful
- Think on your feet and constantly make great decisions
- Create a climate for great results, expansion, and loyalty
- Build a strong, highly motivated and talented team of top performers
- Handle difficult people, pressures, stress, conflicting priorities and deadlines
- Supervise, mentor and coach employees
- Plan for company-wide sustainable growth, high performance, greater focus and customer relations

Workshop Topics

Executive Seminar – Organization Effectiveness: What it takes to create and implement system-wide organizational effectiveness

Session 1 – Effective Communication to Build Trust, Respect, Enthusiasm, Empower and Get Results
Session 2 – Great Leader’s Style: Analysis, Mind-Set, Diplomacy, Principles of Excellence and Greatness
Session 3 – Effective Ways to Handle Difficult People, Multiple or Conflicting Priorities and Demands
Session 4 – Effective Ways to Manage Up and Down: Building Influence and the Payoffs
Session 5 – System-wide Organization Effectiveness; Strategic Planning and Promoting Strategic Thinking for Long-Term Performance, Success and Profitability
Session 6 – Tools to build and maintain a strong and talented team of top performers
Session 7 – Successfully Manage a Change Transition: Cope, Adapt, Thrive Mechanisms
Session 8 – Manage Multiple Projects, Timelines, and Resources
Session 9 – Lead and Participate in Meetings & Group Work Sessions
Session 10 – Identify and address risks, non-compliance, unproductivity, problems, gaps and conflicts

Contact: Dr. Mojdeh Rezaee, Consultant/Coach for Great Leaders & Organizations, Rezaee.Moji@gmail.com.
The sessions are scheduled and announced by the organization. The location is secured by the organization. We provide announcement content, training and consultation materials, presentations and follow-up support. (See Master Agreement Terms and Fees)
Gail Grogan
2801 Holly Avenue
Clovis, California 93611
559-291-3953
g.grogan@sbcglobal.net

PERSONAL PROFILE

Gail Grogan works with leadership and professional business officers in higher education to provide practical customized advice for implementing strategic and operational changes that improve overall effectiveness for administrative activities. Her projects achieve measurable outcomes while the coaching provided enables the capability of university business officers to manage similar projects in the future. Her primary interest is in supporting the capacity of leaders and employees in creating an atmosphere of shared understanding and cooperation for positive change.

Since 2004, Gail has worked as a consultant and business coach through the Center for Organizational Effectiveness and the Center for Organizational and Workforce Development at the University of California, Berkeley, and for the Executive Vice Chancellor and Provost and Vice Chancellor of Administration at the University of California, Merced. She managed consulting projects that resulted in design and performance improvement for central campus departments, individual schools, and separate units. She coached professional business officers and managers in strategic planning and continuous improvement. She has helped clients assess business procedures and strengthen and improve business operations.

Gail has over twenty years of experience as a creator and manager of performance improvement programs aligned with strategic objectives. As Assistant Dean from 1997-2003, she managed the business and administrative services for the School of Public Health at UC Berkeley, developing operational systems and procedures for managing financial operations, human resource functions, facilities, student services, and contract and grant administration. Prior to that service, she determined direction and improved the effectiveness of administrative functions at the Henry Madden Library, California State University Fresno.

Founder and principal of Organizational Excellence, Gail works collaboratively with business professionals in higher education to guide the development of timeline priorities for improving operational effectiveness through the assessment of processes and procedures, the analysis of business practices, and the understanding of workplace dynamics. Her goal is to assist leadership in higher education, as well as professional business officers and managers, in identifying solutions and developing methods for achieving organizational excellence.
PROFESSIONAL EXPERIENCE

The following projects provide examples of the work done by Gail Grogan over the last few years.

University of California Merced Projects

Review of UC Merced Financial Systems – Project involved research and compilation of a comprehensive picture of current financial systems for the Financial Systems Review Committee, assessing alternative structures, strengths and weaknesses of pertinent internal and external options, and estimated resource allocation for the most relevant alternatives.

Business and Financial Services - Project provided an historical look at resource changes for the unit with projections for a planned three-year growth period. An internal assessment of strengths and weaknesses was completed and a thorough plan of action for managing growth developed to help ensure the unit’s readiness for the future.

Human Resources and Payroll – Project provided a campuswide assessment of both human resource and payroll activities. The project included a thorough review of appropriate procedures with comparison to actual campus practices, identification of gaps and overlaps in both activities, recommendations for corrections and/or streamlining where appropriate, and provision of clear steps for implementing more efficient and effective practices.

Purchasing Department – Project provided assessment of the processes being used by key large functional areas on campus for purchasing. It included a review of purchasing processes and approvals, budget responsibility, signature authority, and the relationship between the purchasing and accounting structures. In addition, it provided an assessment of services available to faculty for purchasing from all funds including start-up funds, gifts and private funding, state and federal research funding, and other.

University of California Berkeley Projects

School of Public Health – This year-long project provided guidance and organization to the development of the School’s Self-Study Document for Accreditation renewal.

Office of Human Resources – Project involved assessment and clarification of business practices within the unit, developing recommendations for an infrastructure that would strengthen and streamline administrative support for the department.

Graduate Division – Various projects included professional development sessions with managers, clarification of roles and responsibilities in individual units, restructuring and preparing new job descriptions, and on-going coaching providing guidance for resource management, leadership development, and guidance in formulating and implementing procedures in a complex regulatory environment.
Overview and Descriptions of Services

PDI Ninth House is a global talent management consulting firm founded in 1967. We are known for our distinctive expertise in building leadership talent that provides real competitive advantage. We partner with leading organizations, enabling them to make consistently effective decisions about leaders, resulting in the well-placed confidence that their current and future leaders are distinctively stronger than the competition.

Through a wide variety of leadership development solutions, PDI Ninth House helps organizations:

- Identify, place, and maintain leadership talent at all levels
- Assess performance, potential, readiness, and fit for leadership transitions
- Develop and train current and future leaders at all levels from individual contributors to managers, executives, and CEOs
- Coach individuals to improve their leadership effectiveness
- Drive a human capital strategy that aligns talent with business and organizational strategy
- Plan for succession to promote and deploy the right people at the right time
- Provide stellar change management programs that create lasting behavior change in organizations
- Use technology to deliver rapid, cost-effective training to address the learning needs of all demographics

Specifically, the services PDI Ninth House provide include:

- Strategic competency modeling (for all levels of leadership and individual contributors)
- Assessment for development and selection (including real-time simulations and leadership and cognitive testing)
- Leadership development workshops and programs (topics include: General Leadership Skills; Coaching Skills for Leaders; Change Management; Innovation; Forging Breakthroughs; Team Development and Leadership; Influence without Authority; Strategic Thinking; Coaching Skills for HR Professionals. Other topics are available upon request.)
  - Many of our leadership development solutions are blended learning (on-line, face-to-face and virtually)
- Executive coaching (coaching solutions for various leadership levels)
- Assessment tools for performance, readiness and potential (various 360 and multi-rater instruments, such as the Profilor 360 and TalentView Suite)
- Succession management

Please contact: Mitchell Nash, Director, PDI Ninth House
Phone: 415-277-8360
Email: Mitchell.nash@pdininthhouse.com
Examples of Services Provided

University of California

Talent Management Consulting and Executive Team Building
PDI Ninth House provided The PROFILOR® Multi Rater feedback and group consulting with the CEO and two layers down as well as held three executive retreats: two with the CEO, CFO and COO to create alignment around strategy, organizational objectives and how they work together and one with the CEO and expanded leadership team (about 30 people) to create alignment around strategy, define strategic and operations priorities, identify barriers to execution and how to overcome them.

PDI Ninth House also partnered with them on multiple areas of their talent management system including

- Conducting an organizational assessment (interviews and 14 focus groups) across all functions to achieve deeper levels of understanding about employee survey results with regard to leadership, employee development, culture, etc.
- Conducting a Talent Management Strategy diagnostic process and an offsite meeting with HR to help surface gaps in their strategy and function and made recommendations for improvement.
- Conducting an organizational assessment and team development process with the IT and Nursing Informatics groups to ensure the success of a major joint project implementation.

Speaking With Impact Program
The Speaking with Impact program was delivered to help participants develop the skills and techniques necessary to become effective speakers. This two-day program emphasized practical techniques rather than theoretical principles. Participants learned the techniques used by effective speakers — proven methods to turn anxiety into energy, handle mistakes, keep their message clear and compelling, field questions, and improvise. They were also given multiple opportunities to practice the skills and techniques learned. Participants’ practice presentations were videotaped so they can see themselves in action. Their peers and the facilitator then provided extensive professional feedback and coaching to develop participants’ skills and build confidence.

Yale University

Senior Leader Feedback and Development
At the behest of the President of Yale, PDI Ninth House provided comprehensive development feedback and planning support to many of the Yale Officers and a number of other targeted senior leaders at the University. A PDI Ninth House coach facilitated a comprehensive 360 feedback process for each participant, consisting of both The PROFILOR® survey tool and a set of in-depth interviews. The PDI Ninth House coach assimilated the feedback and conducted
an in-depth feedback session with the participant. The PDI Ninth House coach worked with the participant to prepare for and conduct a development planning meeting with his/her boss.

Managing at Yale Initiative
Yale wanted to create a comprehensive competency-based management development program and elevate the level of management effectiveness across the University. As the starting point, PDI Ninth House worked with a University task force, chaired by the head of Organization Effectiveness, to create a management competency framework to define critical skills and attributes for senior managers, middle managers, and first level supervisors. PDI Ninth House conducted interviews with a variety of senior leaders at the University to develop an initial framework, and then additional interviews with managers at all levels to develop the full models. The models were then validated through a targeted survey and a series of focus groups.

Finance Business Operations: Defining the Role of the Business Manager
The Business Manager position was inconsistently applied in departments and units across the University. There was no solid architecture for the position to support development of capabilities, movement of talent, or selection. Most important, the University was looking to greatly strengthen its administrative capabilities, and one of the key needs was to provide more strategic support and financial analysis and advice to deans, chairs and directors. The Business Manager is one of the key positions providing this support.

The project assignment was to redefine the Business Manager position to support the University's needs, create a comprehensive position architecture (purpose, roles, responsibilities, competencies), and produce initial HR applications to leverage the architecture (job description templates; interview guides; development resource guide). PDI Ninth House worked as part of core working group that consisted of the AVP Business Operations, two Senior Finance Directors, a Yale project manager, and the Business Operations HR Partner. The Business Operations Leadership Team served as a steering group for the project. Numerous Yale leaders and Business Manager incumbents were interviewed and provided feedback at various points. The work of this phase is coming to a close, and will be followed by a deployment phase.

University of Minnesota
Developed Talent Management System
University of Minnesota was having trouble defining what leadership was at their University. The University came to PDI Ninth House because they wanted to figure out a systemic approach to managing their talent. We worked with the HR organization and had them license our Leadership Competency Architecture at all levels of the organization. We then trained some of their employees on how to develop competency models and define leadership at each level.
Once we created the models, process and behaviors, we worked with them behind the scenes and customized tools (TalentView® of Leadership Performance), created interview questions, and helped them with talent reviews as part of their succession planning strategy.

**Executive Team Development, Coaching and Selection**
We worked with the University’s Executive team and facilitated strategic team off sites for their senior leaders for various initiatives. We also provided 360-degree feedbacks to their executives have run Selection Assessments for key Executive roles and have provided Executive Coaching.

Please contact: Mitchell Nash, Director, PDI Ninth House  
Phone: 415-277-8360  
Email: Mitchell.nash@pdininithhouse.com
OnTheGo Technologies, LLC | Training Services

OnTheGo Technologies, LLC (also referred to as People-OnTheGo, website www.people-onthego.com) offers training and consulting services relating to effectiveness in the workplace. This includes time management, organization of electronic and paper information, managing the e-mail overload, managing priorities and goals, improving information sharing and collaboration, improving team effectiveness and team building, and enhancing the use of the popular desktop and collaboration technologies. Thousands of participants, from hundreds of companies--ranging from local to national and global companies, have participated in the People-OnTheGo workshops, webinars, and self-paced classes.

Key Offerings

The Accomplishing More With Less Workshop
This is the workshop that participants describe as transformational. It empowers participants to make breakthroughs, respond instead of react to today's demanding work environment, and establish sustainable practices that will help them effectively manage the information overload and get outstanding results.

The workshop deals with today’s most pressing issues in the workplace, covering topics relating to managing time, managing priorities, managing interruptions, managing e-mail, calendar, and to-do lists, as well as organizing electronic and paper documents, and most importantly being invigorated and re-energized in the workplace and elsewhere.

*Note: This workshop is available as a one-day in-person session, or a 3x90-minute webinar series--also available as a team building workshop for an intact team and/or a departmental offsite.*

The Webinars (Popular Topics Shown Below)
The webinars allow you to make an unprecedented impact on your organization’s learning without the overhead and without the big budget. Use them to supplement your existing programs and boost your ROI, as well as engage your remote users and increase collaboration and teamwork.

<table>
<thead>
<tr>
<th>People</th>
<th>Process</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accomplishing More With Less (3x90-minute webinar series)</td>
<td>Managing and Organizing Your E-mail Inbox (90-minute webinar)</td>
<td>Microsoft Excel Techniques, Advanced Excel PivotTables, Microsoft Excel Macros, Microsoft Word Techniques, Microsoft PowerPoint, Microsoft Office 2007 &amp; 2010 Crash Courses, Microsoft SharePoint, Microsoft Project Techniques, Collaboration Technologies (90-minute or 2-hour webinars)</td>
</tr>
<tr>
<td>Accomplishing More Virtually in Second Life (3x2-hour sessions)</td>
<td>Total Organization--E-mail, Electronic and Paper Documents, and Workspace (90-minute webinar)</td>
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<tr>
<td>Accomplishing More With Social Media (2x90-minute webinar series)</td>
<td>Effective Meetings (2-hour webinar)</td>
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</tbody>
</table>
Example of Recent Projects

*Accomplishing More With Less Workshops and Teambuilding Events*

Results Curve Initiative at UC Berkeley (headed by Liz Elliot, Director, Center for Organizational and Workforce Effectiveness) has been in place for approximately 2 years now helping the staff improve work effectiveness and also serving as a key initiative for departments to have onsite and offsite retreats.

*The Public Webinars*

The People-OnTheGo Public Webinars (same topics mentioned above, offered frequently and open to employees from participating organizations) are being offered by several large educational institutions to their employees (staff and faculty) to supplement their classroom training and do so cost effectively. Universities such as Stanford University, University of Pennsylvania, and Notre Dame University, among others, are taking advantage of this method to add innovative and “green” programs to their learning initiatives and address the needs of the increasingly time-challenged workforce.

*Accomplishing More With Less Workshops, Teambuilding, and Keynote Speaking*

Bank of the West is rolling out an Accomplishing More With Less workshop program to play a significant role in their management and leadership initiatives. The workshop is being offered at several of their locations in Northern and Southern California as well as in the form of keynote and group presentations and team activities at their regional events.

**Contact Information**

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**Southern California**

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Phone: (858) 449-1221  
e-mail: [kim@people-onthego.com](mailto:kim@people-onthego.com)
Powers Consulting brings over 25 years senior expertise in organizational effectiveness and staff development with a special emphasis in higher education. Based in the Bay Area, California, Kate Powers works for a wide range of other industries including: health care, banking, science, government, and private business.

Powers Consulting delivers a breadth and depth of services that include consulting, training, facilitation, executive and team coaching, and public speaking in the areas listed below. Kate Powers consistently contracts with Stanford University and the University of California. Individual customers range from provosts, vice-presidents, deans, scientists, and physicians to managers and front line supervisors.

- Change and innovation
- Organizational reform and restructuring
- Strategic planning
- Creative problem solving and collaboration
- Team building
- Organizational effectiveness
- Performance improvement
- Talent management
- Leadership development programs
- Education and curriculum design
- Culture change and assessments
- Conflict resolution

Powers Consulting forms a collaborative partnership with clients with a focus on results and metrics for success. Together, they create a compelling vision that unites diverse stakeholders and develops a community of engaged workers that are efficient and productive. Emphasis is on developing alliances and partnerships in a climate of co-operation and collaboration. Kate provides a forum of safety and openness for constituents to share different points of view while moving forward on action.

During the 1980’s, Kate was an employee at UC Davis for 5 years. As a manager, Kate learned first hand the unique values of the UC culture and the importance of building relationships and exchanging information on a regular basis. She successfully brings that knowledge and wisdom into all her work with the University of California.
Sample Projects within Last Year:

| **UC Office of the President (UCOP)** | **Group Facilitation** of the IT Leadership Council meeting made up of UC campus and medical center CIOs. The meeting had a “high stakes” goal to finalize a “white paper” that was necessary to act successfully on the recently approved Regent’s Resolution. The White Paper was also a starting point for further analysis, dialog and discussion with COVCA, COC, COEVC, etc. |
| Contact: Attn: David J. Ernst CIO and Associate Vice President University of California Office of the President 1111 Franklin Street, 7th Floor Oakland, CA 94607-5200 510-987-0405 |

| **Stanford University** | **Training and Executive Coaching** in the ongoing Stanford Management and Leadership Essentials Programs. Courses include: Goal Setting, Giving Feedback, Team Building, and Coaching. Provide executive level coaching for program participants. The courses are designed for ongoing cohorts, and the format is highly interactive, practical, and results oriented. Emphasis on practical tools the participants can use immediately in the workplace. |
| Contact: Allison Hecimovich Senior Learning and Organizational Development Specialist Learning and Organizational Effectiveness Department of Human Resources Stanford University 650-725-6700 |

| **Bank of Marin** | **Training and Executive Coaching** in the year-long Executive Leadership Academy for a large successful regional bank. Innovative curriculum design that emphasized action learning and direct application for the Senior Executive Team of the Bank. Emphasis on: relationship building, giving feedback, conflict resolution, change management, strategic planning, coaching, team building, developing metrics, and performance improvement. The format was highly interactive and results oriented, serving as a living lab for executives to apply what they learned in class to the current problems they faced at work. |
| Contact: Russ Colombo, President Bank of Marin 504 Redwood Boulevard, Suite 100 Novato, California 415-763-4521 |

| **County of Marin** | **Executive Coaching** of an executive in the Department of Parks and Open Space for performance improvement in the areas of leadership, relationship building, communication, and team building. **Training and Consulting** for the County Administrator’s office senior staff in developing an innovative and highly interactive Public Engagement program as a strategy for implementing successful countywide change. Designed and facilitated innovative training for staff to conduct public engagement programs. |
| Contact: Ron Miska Deputy Director Marin County Department of Parks and Open Space 3501 Civic Center Drive, Room 260 San Rafael, CA 94903 (415) 499-6391 |
Integrated Workforce Solutions for the UC’s
Right Management – Partner of Choice

ABOUT RIGHT MANAGEMENT
Through a recent RFP process with the University of California, Office of the President, Right Management was selected as the partner of choice for talent and career management projects throughout the University of California system. Right Management is the talent and career management expert within Manpower, the global leader in employment services. Right Management helps clients win in the changing world of work by designing and executing workforce solutions that improve productivity and align talent with institutional strategies. Right Management has more than 30 years of experience creating and delivering a wide range of workforce solutions.

Our expertise spans:
- Talent Assessment,
- Leader Development,
- Organizational Effectiveness,
- Employee Engagement, and
- Workforce Transition and Outplacement.

Right Management partners with companies of all sizes to grow talent, reduce costs and accelerate performance. We are a committed partner in developing creative talent strategies linked to the UC System’s mission to help sustain California’s economic vitality. We invite you to learn more about our capabilities and solutions on our website www.right.com.

To inquire about services: Contact Carolyn Robertson 1.415.271.2595 or carolyn.robertson@right.com
<table>
<thead>
<tr>
<th>Educational Institution</th>
<th>Solution Description</th>
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<tbody>
<tr>
<td>American Intercontinental University</td>
<td>Comprehensive assessment for development and selection.</td>
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<tr>
<td>Capella University</td>
<td>Individual Career Management programs included career assessment,</td>
</tr>
<tr>
<td></td>
<td>identification of strengths and goals, and individual career counseling</td>
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<tr>
<td></td>
<td>session in support of potential advancement or development.</td>
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<tr>
<td>Georgetown University</td>
<td>Partnering with them to deliver leadership development services to a</td>
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<td></td>
<td>major health provider.</td>
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<tr>
<td>Ohio State University</td>
<td>Coaching and pursuing leadership development work currently.</td>
</tr>
<tr>
<td>Rikshospitalet University Hospital</td>
<td>Leadership and team development.</td>
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<tr>
<td>Temple University</td>
<td>Individual Career Management programs included career assessment,</td>
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<tr>
<td></td>
<td>identification of strengths and goals, and individual career counseling</td>
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<tr>
<td></td>
<td>session in support of potential advancement or development.</td>
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<tr>
<td>The Wharton School of the University of Pennsylvania</td>
<td>Coaching, leadership development and assessments.</td>
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<tr>
<td>University of California, Santa Cruz</td>
<td>A series of onsite Career Management workshops along with leadership development.</td>
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<tr>
<td>University of California, Berkeley</td>
<td>Individual Career Management programs included career assessment,</td>
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<tr>
<td></td>
<td>identification of strengths and goals, and individual career counseling</td>
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<td></td>
<td>session in support of potential advancement or development.</td>
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<td>More than 100 university employees served over the course of one year.</td>
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<tr>
<td>University of Minnesota</td>
<td>Leadership development specifically focused on emerging leaders.</td>
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<tr>
<td>Washington University</td>
<td>Recently secured Career Management RFP.</td>
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<tr>
<td>Yale University</td>
<td>Individual Career Management programs included career assessment,</td>
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</table>
For over fifteen years, Dr. Kaufman has provided services in the general area of leadership and organizational effectiveness to leaders in higher education, including presidents, provosts, and deans. She customizes all products and services. Services include:

**Executive coaching for Senior Administrative Leaders** – Dr. Kaufman customizes an assessment process, which includes the interview protocol, a report of findings and a series of coaching services that includes customized materials. Dr. Kaufman also offers customized coaching for women leaders and ongoing advice and counsel to clients on organizational issues. (See website - www.roiconsultinggroup.com)

**Readiness Assessments for Newly Appointed Senior Administrative Leaders** - Dr. Kaufman helps newly appointed senior leaders assess their new environment and the leadership capabilities of their new teams. Coaching and team building services are provided (as appropriate) in order to increase the leadership effectiveness of newly appointed leaders. (See website for details)

**Retreat Facilitation for Senior Leadership Teams** - Dr. Kaufman offers retreats for proactive system and campus leaders who want to get real work done with their teams at a strategy level. Topics include strategy development, strategic communication, effective collaboration across divisions, change management, effective team communication, conflict management, doing more with less, and leadership style effectiveness. (See website for details)

**Comprehensive Performance Review Process** – Dr. Kaufman customizes comprehensive performance review processes for system heads, campus presidents and chancellors and also conducts such assessments. She has also developed custom assessments for senior administrators that are linked to institutional talent management and professional development process. (See website for details)

**Retreat Facilitation and Board Development for Campus or Non-Profit Boards or Foundations** – Dr. Kaufman offers board development assessment services and retreat facilitation. Because she has typically already worked with the president or chancellor, she is able to serve as a “translator” to the board in terms of the institution’s mission, strategic objectives, leadership strengths and weaknesses and culture. (See website for details)

**Barbara Kaufman, Ph.D.**
**ROI Consulting Group, Inc.**
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**Email: drbarbkaufman@earthlink.net**
**Website: www.roiconsultinggroup.com**
Barbara Kaufman, Ph.D.
Recent ROI Consulting Group Projects

University of California - Office of the President - Lawrence Pitts, M.D., Provost and Executive Vice President of Academic Affairs
Examples of recent engagements
- Comprehensive executive coaching engagements
- Advice and counsel on organizational development issues

California State University - Chancellor's Office - Dr. Charles B. Reed, Chancellor
Examples of recent services provided to the Chancellor's Office
- Organizational readiness assessment in Business & Finance, Advancement and University Relations
- Interviews with campus presidents and report of findings on a variety of organizational issues

California State University Northridge - Dr. Jolene Koester, President
Examples of recent services provided:
- Executive coaching for direct reports of president; senior team retreat facilitation; assessment engagement with deans
- Advice and counsel to the president on organizational development issues

California State University San Marcos - Dr. Karen Haynes, President
Examples of recent services provided:
- Executive coaching for direct reports, including members of the president’s Executive Council
- President and Executive Council team retreat facilitation
- Advice and counsel to the president regarding organizational development issues

California State University East Bay - Dr. Mohammad Qayoumi, President
Examples of recent services provided:
- Campus Leadership Readiness Assessment (for the newly appointed president). Executive coaching
- Retreat Facilitation for the president's Executive Council and the Foundation Board
- Advice and counsel to the president on organizational development issues

University Of Nebraska System - James B. Milliken, President
Examples of recent services provided:
- Design of a comprehensive review process for the system president and campus chancellors
- Conducted two comprehensive reviews of campus chancellors at flagships
- Conduct bi-annual board assessment and retreats for the Board of Regents
- President and Senior Leadership Team retreat facilitation

American Council on Education (ACE) - Molly C. Broad, President
Examples of recent services provided:
- Organizational readiness assessments and executive coaching for senior staff members
- Current state assessment and retreat facilitation for Secretariat
- Ongoing advisory services on a range of organizational development issues
Shared Services for Higher Education

University of California System

Value-driven outcomes and experience provide our clients with realistic service delivery capability.

As an industry leader, we always aim to “do the right thing” on your behalf. Our consulting teams view each client as a true business partner and remain dedicated to providing quality service at all levels. ScottMadden treats your objectives as our own, increasing competitive advantage and consistently exceeding client expectations.

From strategy to operations support, the service delivery lifecycle demands a broad approach. We bring creativity and diversity to the table to achieve new and improved alternative service models. ScottMadden clients also benefit from the enterprise and contract-management governance structures necessary for a smooth partnership. Whether your project is based in finance and accounting, human resources, information technology, supply chain, development, gift processing, communications, research administration, or multi-function, our teams will evaluate comprehensive delivery methodologies and sourcing alternatives to find the highest and best solution.

The quality of the organizations we serve and the functions we cover provide evidence of our extensive shared services knowledge—a level unmatched by any other consultancy.

Account Manager
Doug Utley, Partner
2626 Glenwood Avenue
Suite 480
Raleigh, NC 27608
Phone: 919-781-4191

www.scottmadden.com
Our Approach

Our approach to shared services involves a range of relevant competencies and skills.

Shared Services Assessments – We help institutions and organizations develop a comprehensive business case, assess existing process effectiveness, benchmark against peers, and prioritize improvement opportunities for implementing or improving shared services operations.

Change Management – We assist our clients in identifying key criteria for a successful organizational change. This includes assessing and managing all aspects of change by means of a formal change management process.

Customer Surveys – We have a web-based research methodology that measures internal customer satisfaction.

Governance Design – We help clients design and implement the appropriate level of governance through collaboration with internal and external stakeholders.

Operations and Organization Design – This includes developing the operating model, processes, organization structure, staffing levels, service level agreements, chargebacks, performance measures, facilities, and technology requirements.

Service Delivery Design and Implementation – We assist our clients in designing and implementing shared services centers, such as employee services centers, IT help desks, accounting services centers, and payroll services centers.

Strategy and Marketing Development – We assist in determining an institutional or functional shared services approach. This ranges from setting up a shared services business unit to establishing a shared services operation for functions such as finance and accounting, HR, or IT.

Workload Analysis – We use web tools and databases to rapidly collect and analyze workloads and distribution within organizations. We compare workloads to benchmarks to highlight opportunities for improvement.

Example Engagements

- Strategy facilitation
- Programming and budgeting
- Organization design
- Organization processes and operating models
- Performance management and continuous improvement
- Policy formulation and communication
- Change management
- Job design and career pathing
- Benchmarking
- Work analysis
- Process reengineering
- Talent management and succession planning
- Staffing processes
- Project management
- Process and technology integration
Solution Strategies’ (SSI) bottom line is results – real world, real time results that people relate to and utilize.

Our business model is similar to a movie production company: A production company brings together the cast, crew, sets, and vision to make a blockbuster movie. Likewise, SSI brings together the “Dream Team” for our clients to achieve their greatest objectives.

SSI’s UC Dream Team is comprised of proven, EXPERIENCED professionals. All are LEADERS in their fields. The team includes psychologists, strategists, COACHES, educators, FACILITATORS, and project managers. They have deep expertise in organizational EFFECTIVENESS; Team BUILDING and STAFF development; strategic planning; CHANGE management; LEADERSHIP and communications; and conflict RESOLUTION.

SSI’s UC Dream Team of dynamic, well-established professionals combines the breadth and depth of experience with the capacity to provide a full range of services covering organization, team, and individual development.

Customized Services:
SSI works closely with administrative and faculty leaders to develop creative solutions for successful problem solving. Each project we conduct is customized to meet the project’s unique needs.

Using a systems approach, SSI draws from its diverse project experience to build effective programs that engage participants while meeting direct needs.

Value Added:
SSI’s UC Dream Team holds shared values of compassion, transparency, integrity, creativity, and is hands-on in providing the highest caliber of service. We offer national and international experience across public and private sectors in academia, health care, high technology, major corporations, boards, and foundations. This value-added experience fits well into the eclectic and rich environment of the UC System of Higher Education.

Cost Effective Performance:
Customizing projects and tailoring services directly to our UC clients saves time and money. We build on existing resources and teams, adding only what is needed to reach an objective and avoiding overlap and/or duplication of service. All SSI projects utilize best practices and include clearly defined objectives, deliverables, timelines, milestones, regular reporting, and monitoring.

Collaboration/Engagement:
We demonstrate our philosophy of collaboration in authentic and transparent relationships that maintain respect and compassion while challenging behaviors that impede growth.

Whether the focus is coaching, facilitating development of teams, leadership, or organizational change and transformation: diversity inclusion and engagement is core to all we do. At SSI, we pride ourselves on bringing out the best in people.

Website:
www.solutionstrategies.com – Click on Street Smart Think Tank
Members of the SSI UC Dream Team consult in the following capacities:

Collaborate with the Center for Creative Leadership (CCL) to offer strategic leadership training studies that target the real-world challenges unique to each level of leadership.

Adjunct faculty to the United States Office of Personnel Management (OPM) training federal managers and executives to be effective government leaders.

Facilitator and advisor to the Health Credit Exchange Study Group hosted by Health Research for Action Center, School of Public Health, UC Berkeley. The study group’s effort to pilot a Health Credit Exchange resulted in a grant from the California Wellness Foundation.

Facilitator for learning community forums enabling academic and community leaders to identify strategies for creating inclusive, engaging, and productive environments among Administration, Faculty, Staff, Students, Alumni, and the community at Purdue University. See research based account of this initiative, *Innovation in Inclusion: The Purdue Faculty and Staff Diversity Story, 1997-2008* by Barbara Benedict Bunker, PhD.

Develop and implement a dispute resolution process at Eastern New Mexico University. Dispute resolution outcomes included the withdrawal of “hostile workplace” class action lawsuit filing with the EEOC against the University and the development and delivery of a communications and conflict curriculum for faculty, administration, and support services managers.

Member of the transformation and start-up team that created California State University, Monterey Bay campus on the site of the former Fort Ord military installation.

Assist executive staff of the Metropolitan Water District of Southern California (MWD) to create constructive dialogue promoting the agency’s regional water management priorities. Provide strategic counsel regarding business outreach and policy initiatives. Conduct an assessment of MWD’s Regional Public Outreach Program and provide recommendations for centralizing the organization of public outreach activities.

Review and make recommendations for management and operations for Native American Tribal Gaming Commissions. Services include addressing flow of communication within the organizational structure; decision making process; code of conduct; regulatory compliance; and, team building. Facilitate workshops and training sessions to assist commissions with implementing recommendations.

Member of six person EEO and diversity leadership curriculum design and delivery team. Team facilitated over eighty-five 3-day learning and skill development programs for civilian personnel and military officers. Office of Naval Intelligence and Defense Intelligence Agency, US Department of Defense.

**Website:**
www.solutionstrategies.com – Click on Street Smart Think Tank

**Contact:**
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Leadership Development

About Sonoma Leadership Systems

Sonoma Leadership Systems would like to be your partner in leadership. We are committed to developing leaders at all levels. Great leaders embrace change, envision a compelling future, and engage others in focused action that produces sustainable results. We grow leaders, one at a time, using a proven, learnable set of leadership behaviors and a dynamic, experiential learning methodology. We create breakthrough learning experiences to build the next generation of leaders. After assessment of your organization's unique needs, we provide the solutions, support, and follow-through to get your desired results.

We offer:

- The Leadership Challenge® complete suite of training products and tools. We are an Authorized Training Provider of Jossey Bass/Wiley.
- A global talent network so that participants have access to the best leadership development specialists in the world.
- Partnership that addresses participant’s particular leadership challenges.
- Assistance in developing exemplary leaders with a straightforward system: Discover, Develop, and Deploy

Our research-based training programs are critical to every leader and organization today.

We bring exciting content and customized design capability to the following areas: Leadership development, team development, executive coaching, leadership and team assessments, and keynotes.

Sonoma Leadership Systems is your partner in building a high performing leadership culture. Let us help you tap into the talent of current and future leaders in your organization.

The Leadership Challenge®

The Leadership Challenge® is one of the most trusted sources for leadership development around the globe and has been used for over 25 years to develop leaders.

The Leadership Challenge is about how leaders mobilize others to want to get extraordinary things done. It's about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about a climate in which people turn challenging opportunities into remarkable successes.

The Leadership Challenge® Workshop curriculum is based on research from over 70,000 people. This research identifies The Five Practices of Exemplary Leadership®. Individuals who increase the frequency of The Five Practices® have been proven to have higher credibility and higher performing teams.

“Sonoma Leadership Systems is steadfastly committed to making The Leadership Challenge the best leadership development process participants will ever experience.”

Jim Kouzes, Co-author, The Leadership Challenge
Leadership is learnable, and participants who experience this program will have the opportunity to increase their leadership effectiveness.

**Outcomes of The Leadership Challenge® Workshop**

As a result of The Leadership Challenge® Workshop, participants are better able to:

- Identify their own leadership strengths and areas for improvement.
- Search for opportunities to take the risks needed for growth.
- Express their image of the future.
- Craft a message that inspires others to share a common vision.
- Strengthen others’ abilities to excel.
- Build collaboration, teamwork and trust even in a virtual environment.
- Communicate fundamental values and “walk the talk”
- Focus people’s efforts on key values through their own actions.
- Recognize the accomplishments of others.

**About the Leadership Practices Inventory® (LPI)**

The LPI® is a 360-degree assessment instrument developed by Kouzes and Posner for two purposes: to test their initial findings that The Five Practices® model is a valid view of the world of leadership, and to provide a tool that helps leaders assess the extent to which they actually use those practices so that they can make plans for improvement.

The LPI provides both self-assessment information and the perceptions of five to ten observers of a leader’s leadership behaviors; it does not evaluate IQ, leadership style, management skill, or personality. The feedback provided is the foundation of improvement, and the first step in improving leadership practices.

**UC Experience**

Starting in 2007, Sonoma Leadership Systems helped develop leaders throughout the UC Davis campus—initially with Enrollment Services, then HR and later through the Staff Development and Professional Services office. Overall, the program has been well received by the leaders at UC Davis.

**Karen Hull, Associate Vice Chancellor, Human Resources**, had this to say about her work with us: “The leaders attending this program have become better able to deal with these challenges by establishing a vision for the organization beyond our financial crisis. They have enhanced their communication skills and become more effective in using strategies to involve employees in planning for current challenges as well as the future. In addition, they have developed a stronger ability to keep employees engaged through layoffs, service reductions and reorganizations. Our leaders better understand the importance of strong leadership, have strategies for developing these strengths and are generally more confident about their skills in this area. We are a stronger organization having supported 130 leaders in this program.”

**Contact Us**

Sonoma Leadership Systems  
Phone: 707-933-3882  
Email: ask@sonomaleadership.com
TalentSmart® is an organizational consultancy that is also the world’s leading provider of emotional intelligence (EQ) tests, learning products and training. TalentSmart® is dedicated to the scientific study of individual excellence, empowering people and organizations with the skills they need to achieve their full potential. TalentSmart staff is made up of applied organizational psychologists with strengths in assessments, coaching, training, and statistics and applies organizational development processes.

TalentSmart is based in San Diego, and can be onsite at any UC location with a one-day notice. Our core consultants are based in San Diego with several certified facilitators based in Northern California and Los Angeles area within close proximity to UC campuses.

TalentSmart has been in business since 1996, and began as a full service organizational development consultancy. Since 2003, TalentSmart launched a full suite of leadership development assessments, a trainer certification program, and authored six books – so in addition to our consulting services, we also provide assessments for emotional intelligence, leadership, decision making, and personality.

Our vision is for organizations to develop their people every year to maximize success for their organization and their people. Our mission is to bring talent development strategies to organizations anywhere in the world.

**TalentSmart® Tools**
- 360 Refined assessment
- Emotional Intelligence Appraisal® Self assessment
- Emotional Intelligence Appraisal® Multi-Rater assessment
- Emotional Intelligence Appraisal® Team EQ assessment
- IDISC personality assessment
- Staff opinion and culture surveys
- How-to guides for career development
- EQ Interview Guide

**TalentSmart® Services**
- Training programs (emotional intelligence, team EQ, self awareness, self management, social awareness, relationship management, personality)
- Customized training programs
- Executive and development coaching
- Team retreats
- Training needs analysis
- EQ presentations
- Performance management
- Department audits

**Synopsis of TalentSmart’s Higher Education Work**

**Louisiana State University**
Facilitated one-day emotional intelligence program to the Center for Biomedical Research staff to improve communication skills through emotional intelligence.

**Ryerson University**
Coached internal coaches to administer and debrief TalentSmart’s 360 Refined assessment to faculty and staff. Prepared coaches to debrief the results of the assessment.
San Joaquin Delta Community College  
Delivered keynote for faculty and staff to kick-off emotional intelligence initiative. Two administrative staff became certified by TalentSmart to deliver emotional intelligence programs internally.

University of San Francisco  
Facilitated sessions to faculty and staff on the topics of improving communication and internal customer service, goal setting, and time management.

University of Texas MD Anderson Cancer Center  
Facilitated two-day customized leadership development program for the Department of Internal Medicine management staff at teaching hospital.

UCSD Rady School of Management  
One of TalentSmart’s senior consultants sub-contracted on a leadership development project partnering with the Rady School of Management (UCSD) faculty and students to develop and administer a Leadership Assessment Center for a local pharmaceutical company. Competency development, assessment, feedback and coaching for key leaders in the pharmaceutical company.

Saddleback Community College District  
Two of TalentSmart’s consultants subcontracted through The Consulting Center at the California School of Professional Psychology to provide a large scale organization assessment and development project at Saddleback Community College District. The elected board of trustees and the chancellor were preparing the organization for transformation. Two colleges and the district office leadership, faculty, and staff needed to operate more efficiently and economically, but it was not clear which systems and processes offered the most opportunity. Priorities were identified through a full scale organization assessment in the form of structured interviews, opinion surveys with classified staff, classified leadership, chairs, deans, faculty, students, and administration. Board development work followed from the recommendations outlined in the assessment phase.

Synopsis of Higher Education Institutions Who Utilize TalentSmart Products

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<tr>
<th>Arizona State University</th>
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<td>Baylor College of Medicine</td>
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<td>JFK University School of Law</td>
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<td>Johns Hopkins University</td>
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Contact Information
For more information, please contact Sue DeLazaro at 858-509-0582 x106 or smd@talentsmart.com.
The Consulting Team Solutions  
For University of California Internal Organizations

The Consulting Team, LLC, is a team of seasoned professionals who have deep experience and a reputation of success with our academic, government, non-profit, and corporate clients. We hold a firm belief in respecting and capitalizing on diversity in gender, age, origin, worldview, personality and behavioral styles, functions, and modes of thinking.

We offer comprehensive services in management consulting, leadership assessments, coaching, meeting facilitation, training, and teamwork development.

The Consulting Team offers multi-faceted expertise in:
- Change and conflict management
- Strategy planning, development and implementation
- Quality systems and process management and improvement
- Efficient and effective customer service
- Project management
- Organizational effectiveness
- Leadership and staff development
- Facilitation and training processes
- Team building and conflict resolution
- Communication systems and capabilities

Please contact us for more information and to engage our services:

Marilyn Manning, CEO: m@theconsultingteam.com, 650-965-3663
Elaine Schmitz, UCOP Project Manager: elaine@theconsultingteam.com, 925-487-7702

The Consulting Team’s Recent Projects

Process Design and Development for Efficiency and Cost Savings:

- The Consulting Team developed process change guidelines for California Bank and Trust employees to transition banking processes to those of parent company, Zions Bank. California Bank's processes were terminated one day, and Zions' were started up the next. We developed all employee job aids and transition materials for the new processes and conversion.

- The Consulting Team developed procedures, audit tools, CBT training, and communications to implement TL 9000, a specialized telecommunications quality system, for business units in a major telecommunications company. We provided all services required to implement ISO 9000 quality systems in several technology centers. Services included project planning, management, and communications; quality system documentation; course development and delivery; and auditing services.

Managing Change and Conflicts to Save Time, Money, Stress and Energy:
The Consulting Team developed, implemented, and managed all individual and organizational cultural change programs in support of the City of Alameda’s strategic initiatives and core values.

Our team facilitated planning and meetings of four cross-functional departments at a university to promote better teamwork, coordination, and alignment of goals. In the past, the four groups had many unresolved conflicts and unnecessary competition. They were able to define new roles, responsibilities and joint goals. They continue to work well together after this process two years ago.

At a CA State University campus, our team planned and facilitated meetings to help administration and deans move to the next step in strategic planning. Their process had stalled. We assisted them to set specific measurable goals and timelines, and identify those responsible.

We helped resolve a long standing conflict among faculty at a department on a UC campus. Some faculty had specific hostile work environment complaints. They were also unable to choose a chair and were threatened with loss of their self governance role. We had a positive outcome and restored some harmony, built some trust, and identified their leadership.

We were asked to mediate many conflicts including nine union grievances for a physical plant and facilities department on a CA State University campus. After working with the various teams for several months, all of the grievances were successfully resolved.

Our team worked with four different police departments when new police chiefs were hired from the outside. There was the usual resistance to change and to new leadership. We successfully helped their leadership teams to integrate, start to build trust, begin their strategic planning process, and align their goals.

Leadership Development for Effective and Focused Organizations:

The Consulting Team taught leadership development workshops for UC Santa Cruz, Stanford University, City of Palo Alto, City of Mountain View and California Public Utilities Commission.

We provided coaching for a CEO working 80-hour weeks and considering leaving her job. As a result of our helping her to see her life lacked balance and supporting her in achieving balance in her life, she decided to stay and was able to accomplish more in less time at work. She also became more competent in successfully negotiating with her board, freeing time for more effective fundraising, a crucial metric for board assessment of her performance.

The Consulting Team shared conversation models to help a CEO practice difficult conversations he was avoiding. As a result, he competently and confidently stepped into difficult conversations. This has enhanced his relationships with his general manager and employees and improved their productivity.

A CEO had been asked to move from her contractor status to CEO when the founder received a life-threatening diagnosis. The Consulting Team helped her develop strong communication and relationships with the board and staff. With the perspective we provided her on the inevitable major changes for everyone in this situation, she was able to step confidently and productively into her new role.

We designed and delivered innovative leadership training to a large government organization based upon our benchmarking of best practices across a wide variety of university and corporate leadership education programs.
• One of our consultants designed and facilitated leadership development programs for over 800 participants at various management levels, for a large overseas pharmaceutical company.

• Several consultants of The Consulting Team have coached executives and their teams in education, government, and the private sector for the last 10-20 years. General results: improved communication resulting in increased productivity and retention, process improvement, support during massive organizational changes. Client lists available by request.

Project Management to Ensure Accountability and Goal Completion:

• Four consultants on The Consulting Team have managed a variety of projects for multiple clients including the introduction of new products for financial institutions and telecommunication companies; merger communications for many organizations; change management projects and communications.

Trainings and Other Services:

• Two consultants have extensive experience consulting, mediating on, and communicating about collective bargaining agreements to both management and employees.

• Under the auspices of “The Learning Academy,” The Consulting Team has instituted voluntary certificate programs in the areas of Leadership, Management, Service Skills, and Core Values in several California cities. In one example, over 4,000 participants attended 44 offerings. Approximately 25% of full-time employees completed the certificate requirements. Documented gains included working more effectively with customers and providing skills required to be more effective in their leadership positions.

• The Consulting Team shared development and delivery of customer service intervention to 5,000 Federal Government employees (FEMA). Results improved customer service feedback ratings from customers.
About Torchiana

Since its founding 30 years ago, Torchiana is the bay area’s the most experienced independent career-management consulting firm. Torchiana has a reputation for tailoring innovation solutions that are well-suited to the situation and organizational culture. The focus is on impacting strategic business goals by helping organizations attract, retain, engage, manage, and develop talent. Unconditionally dedicated to the success of the people we serve, the Torchiana team strives to make the change process a springboard to new personal and professional heights.

Additionally Torchiana, Mastrov & Sapiro is a founding partner of Career Partners International, a global talent-management or organization comprised of more than 60 independently branded organizations with 200+ locations. CPI’s customized approach to the delivery of career-management services is based on its dedication to balance the strategic needs of the business with the personal needs of the employees by providing individual attention, understanding organizational dynamics, and having a passion for the success of its clients and candidates.

Consultant Qualifications

Our consulting team includes highly credentialed practitioners in the areas of career consulting, executive coaching, change management, training and development, recruiting, and organizational development. The consultants have a balance of diverse and relevant business experience; commitment to the highest standards of professional ethics; feedback and coaching tools; an understanding of organizational dynamics; certifications in multiple assessment instruments; and consulting capabilities. Our consultants are tenured in the industry, have managed people, run businesses, and produced results in their own careers. Blending theory with practical application, we offer pragmatic real-world business perspectives help employees understand culture and how to use their strengths to be more effective and promote career success.

We have experience with all levels of the organization. Additionally we have worked in various climates from start-ups to the Fortune 100, turn-arounds to acquisitions, rapid growth businesses to companies that are restructuring and downsizing.

As part of our quality standards accountability, programs are evaluated at completion. Our team consistently maintains exceptionally high service ratings.

Organizational Effectiveness & Staff Development Services Capabilities

- Assessment & Diagnostic Tools
- Career Development
- Change Management
- Coaching
- Leadership Development
- Meeting Facilitation
- Outplacement Services
- Team Building
Sample Engagements

Reduction in Force
Company was acquired by its competitor affecting 20% of the workforce. Prepared managers to deliver the message in a way that enabled employees to launch a productive job search. Coached individuals to initiate and maintain an intensive job search effort. Provided guidance, encouragement, and support during transition that included:

- Preparation (personal & financial aspects of job loss, exit statement, elevator pitch, program design, transition roadmap)
- Career Decision Making (assessments, exercises, career experience review, short/long term goals, key accomplishments, career options)
- Strategic Marketing Plan (target company, market research, industry, function, compensation, cultural fit, resume & other collateral, personal branding)
- Job Search Implementation (skills training, coaching, networking, informational interviews, recruiters, references, social media, job offer negotiation, new job assimilation)

Change Management
Company implemented technology which required a significant job content shift for employees. TMS designed change management workshop to meet situation to help attendees:

- Understand the change process and dynamics
- Learn to actively navigate through shifts in job and work environment
- Embrace change and become active problem solvers
- View change as an opportunity for personal growth and organizational innovation
- Learn techniques and create action plans to better respond to change
- Manage the effect of change on productivity

Executive Coaching
Executive Coaching is a process unfolds in a series of dynamic, confidential sessions designed to establish and achieve clear goals that result in improved managerial effectiveness, greater leader impact, and enhanced organizational performance. Companies have contracted with TMS to:

- Define the leadership capabilities needed for future success
- Measure the capabilities of current team
- Develop a leadership culture that drives mission, vision, values and strategy
- Align leadership capabilities with new organizational structures and strategies
- Accelerate the performance of newly formed teams
- Assist leadership teams to navigate turbulent times
- Help new leaders be more productive in less time
- Add critical capabilities to the skills sets of current leaders
- Grow the next generation of leaders

Career Development
Company is experiencing undesired turnover due to a perceived lack of career development. Pivotal employees are leaving the organization’s ability to execute its strategy. Examined driving factors, reviewed existing HR practices and programs for alignment, and brainstormed ideas. Designed program based on strategic business goals, desired outcomes, readiness, time commitment, and budget. Created implementation strategy, defined roles & responsibilities, designed marketing/outreach collateral and easy-to-implement program success metrics. Developed program to provide professional career coaching with employees, managers training for employee development processes, train-the-trainer, and supporting infrastructure and online tools to complement the consulting.

Kristi Rocha
925-249-1046 office / 925-413-8036 cell
krocha@torchiana.com
www.torchiana.com
The York Consulting Team, Inc. was founded in 1994 and has been a California corporation since 1998. We are a team of highly experienced professionals who have worked together for over sixteen years providing a variety of both private and public sector clients with Organizational Development Consulting and related Training services. Most of our O.D. consultants have Ph.D.’s and have between ten to twenty-five years experience working with leaders, managers, and teams in higher education, telecommunications, utility management, high tech, national laboratories, county government, medical insurance, and transportation industries.

We are committed to helping our clients meet their business goals by partnering to integrate client business knowledge and expertise with proven, breakthrough organization development technologies, tools and processes. We consistently go the extra mile by customizing our work based on client needs and readiness and continually remain sensitive to client cost parameters and confidentiality in all of our work.

For over 14 years, York Consulting has worked with clients at the University of California, Office of the President Including: Human Resources, Budget & Capital Planning, Financial Management, Student Affairs, Office of the Treasurer, Office of the Secretary to the Regents National Labs and IR & C. We have interviewed numerous campus, medical center and laboratory leaders to understand their needs and perspectives about departments, managers and leaders with whom they work at OP.

Contact Information
For more information about The York Consulting Team, Services and Consultant Bios: www.yorkteam.com; LinkedIn- Deborah Jude-York, PhD

For consulting engagements: Deborah Jude-York, PhD. deborah@yorkteam.com
Office (925 743.4125); Cell 925.216.6140

The York Consulting Team, Inc. is pleased to offer the University of California services in the following areas:

Executive Coaching
York Consulting provides 1:1 coaching for newly promoted executives, or experienced executives facing difficulties with individual performance, interpersonal challenges, team development, conflict resolution, leading during change, building vision and aligning organizational structures.
Teambuilding
We work with new or existing teams to align efforts around a common mission and goals, building a shared understanding of individual roles, working through difficult issues, and establishing collaborative working agreements.

Management Development
1:1 coaching for managers to expand capabilities with influence, time management and prioritization, work organization, conflict resolution, building capability in others, delegation, managing up, resilience during change, stakeholder management, performance management teambuilding, etc.

Work Design
In partnership with clients, we explore opportunities to increase the effectiveness of individual roles by building jobs that motivate performance, get the work done, challenge and build capabilities, and align tasks and responsibilities effectively within a work team.

Process Re-Engineering
We partner with cross-functional teams to streamline major work processes by defining current process and identifying opportunities to re-order/combine functions, eliminate unnecessary tasks, re-define roles and responsibilities and process steps to gain efficiencies.

360 Degree Feedback
We gather data via surveys and/or interviews with key stakeholders to identify individual strengths and opportunity areas for development. We deliver candid feedback and coaching to help individual leaders and managers overcome personal challenges and develop to their potential.

Large Systems Change
York Consulting conducts surveys, focus groups and interviews to identify key leverage points for organizational change and provides recommendations for re-structure, work design, process improvement, as well as management and team development. We assist merging departments re-align roles and functions and work through any residual conflict.

Team Training
Training sessions conducted with an entire work team accelerates the immediate application of new knowledge and skills to address real work challenges. We offer a large variety of hands on, work related topics and can quickly build new learning modules to meet client needs.

Action Learning-Leadership Development
Organizational leaders select high potential individuals and charter cross-functional Action Learning teams to respond to major organizational challenges. York Consulting provides facilitation, coaching, client expert presentations, models and toolkits to help participants build leadership competencies while completing a major organizational work product.

Selected Client Engagements

Although the following examples refer to clients in various industries, they have all been successfully implemented with UCOP clients.

The York Consulting Team, Inc.
**Executive/Management coaching**
York Consulting has provided 1:1 coaching for a large range of clients in leadership roles from EVP to Director/Manager in areas such as: leading through difficult times and significant change, building teams and capability in others, transforming organizational culture, breaking down silos and building cross-functional teamwork, developing leadership perspective, influence and presence, re-aligning structure, processes, roles and individual jobs, leveraging organizational strengths to overcome challenges, overcoming interpersonal challenges, and the design of new organizational entities.

**Core process re-engineering**
Each year the annual carrier renewal process resulted in painful crunch points with overloaded units scrambling to get the work done in time for open enrollment. Under the direction of the AVP, York Consulting gathered input from members from each of the four core units to identify breakdowns and build a new cross-functional collaborative process. A cross-functional core team was chartered to ‘go before’ the steps in the process to do a ‘just-in-time’ re-design during the first year. A corresponding manager team was formed to facilitate approvals and remove obstacles. Work tasks were re-distributed among the functions, all units participated early on in decisions so they could be prepared when their work was activated, and unnecessary steps were eliminated. Eight years later the process is still in place and is considered a Best Practice in Human Resources.

**Executive team development**
York Consulting assisted the Vice President of Marketing and Sales in a national wireless telecommunications business to build capabilities in the senior leadership team. Along with providing individual coaching for team members, we facilitated a team peer-peer feedback process. Interviews were conducted with each team member to gather feedback about strengths and opportunity areas for the Vice President and each of the functional Directors. After receiving their confidential summary reports and individual coaching to create development plans, we held a team meeting to discuss the results. Each member had an opportunity to receive positive affirmations for their strengths and specific suggestions for understanding and overcoming opportunity areas. The complete and candid feedback from their peer group accelerated individual leadership development and greatly enhanced teamwork at the top.

**Interdepartmental conflict resolution**
York Consulting was asked to assist the Executive Vice President of Business Operations to resolve current conflicts and build cross-functional collaboration between Engineering/Development and Product Marketing. Tensions had been growing on both sides, the company in general was facing major changes, and there was a growing concern about customer satisfaction and the ability to retain key talent. Interviews were conducted to gather information about what worked and did not work, as well as perspectives about the effectiveness of each group. Themes were developed and shared at an all-day meeting to explore root cause and options, and to develop a joint action plan for improvements. New working agreements were developed and all parties made commitments to follow through with metrics to assess their progress.

**Merging work units and transitioning into a new organizational structure**
York Consulting worked with the Vice President of several recently merged departments, brought together as part of a downsizing effort with the hope that work processes could be streamlined and diminishing resources could be shared. Although there was some obvious
synergy potential, the units had less than ideal collaboration in the past. Working with managers, we provided a blueprint for change and individual coaching to help navigate the transition. We identified several core work processes and worked together to combine and re-order steps, build new roles and eliminate any unnecessary tasks. As current resources left the unit, jobs were re-designed to merge functions and expand individual capabilities and responsibilities. The work design effort enabled the unit to get the work done with less people, and the expansion of individual roles improved job satisfaction with career growth.

**Eliminating non-essential work**
Responding to the marketplace changes and the need to streamline work, Business Unit Vice Presidents undertook a company wide effort to identify and eliminate non-productive work. Functional workteams identified opportunities to modify or eliminate work tasks that were no longer adding value, to stop unnecessary meetings, move signature levels to accelerate productivity, and stop the production of reports that were no longer vital. Members from functional teams worked to develop recommendations to eliminate or modify any unnecessary work. At the conclusion, teams presented recommendations to a panel of leaders who made decisions: “yes, proceed forward and eliminate it”, “modify recommendations”, or “needs more study”. Many non-essential work tasks were eliminated, saving significant costs and effort.

**Succession Planning**
With the impending retirement of a longtime, highly credible Executive Director, York Consulting developed and implemented a succession transition plan. The plan began by interviewing key stakeholders from multiple constituent groups to determine what worked and didn't work, create a wish list for qualities in a successor, obtain feedback for current direct reports and suggestions to ensure a smooth transition. A series of 'fireside chats' were held with Direct Reports to build bigger picture context so they could take on stretch assignments to cover some of the retiring Executive Directors role. A new Executive Director was hired and able to quickly and easily transition into the role. The department functioned well during the interim time period and a follow-up conversation with many of the original stakeholders indicated that this was one of the smoothest transitions they had experienced.
6. QUALITY ASSURANCE

Finally, quality assurance will be used to monitor the success of each project performed under these agreements and to ensure that each contractor delivers the agreed-upon Service Level.

Each contractor is being asked to conduct an end-of-project Quality Assurance Report involving the project sponsor and others that the sponsor may delegate. Please cooperate with these requests and share your input with your local CHRO.

The attached is a standard systemwide evaluation form that may be used to provide quality assurance data. Project sponsors are invited to complete this form and submit a copy to John Cammidge (john.cammidge@ucop.edu; 510-987-0141).
### ORGANIZATIONAL EFFECTIVENESS AND STAFF DEVELOPMENT SERVICES
### QUALITY ASSURANCE ASSESSMENT - PROJECT COMPETENCIES

Name of Project: ___________________________  Department: ___________________________  Campus: ___________________________
Sponsoring Manager: ___________________________  Project Duration:  From: __________  To: __________
Firm Coordinating Project: ___________________________  Name of Lead Consultant: ___________________________

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<tr>
<th>ASSESSMENT OF GENERAL SATISFACTION ON HOW THE PROJECT WAS ORGANIZED AND ADMINISTERED</th>
<th>ASSESSMENT OF WHAT WAS DISCOVERED FROM PROJECT AND ITS RELEVANCE TO UC</th>
<th>ASSESSMENT OF BEHAVIOR, ORGANIZATION, PROCESS, OR OTHER CHANGES THAT RESULT FROM THE PROJECT</th>
<th>ASSESSMENT OF RESULTS - WHAT IS NOW DIFFERENT? QUANTIFY IN DOLLAR SAVINGS IF PRACTICAL</th>
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