BACKGROUND

- As stated in "Collaborative Leadership Model – University of California, Riverside," the complexity of the 21st century calls for a collaborative leadership model that will bring together all constituents – faculty, students, staff and community.
- At the summation meeting for the Organizational Excellence Initiative, employees surveyed indicated that a culture of collaboration & innovation is highly desired.

ROOT CAUSE ANALYSIS

Excerpt from the "Collaborative Leadership Model – University of California, Riverside" analysis on a workgroup survey responses identifying the obstacles to leadership at UCR.

<table>
<thead>
<tr>
<th>Institutional Obstacles</th>
<th>Poor Strategy/Vision</th>
<th>Over Regulation</th>
<th>Emotional Obstacles</th>
<th>Lack of Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Environment not appropriate&quot;</td>
<td>&quot;Lack of understanding the institution&quot;</td>
<td>&quot;Overvaluing status quo, rules and compliance&quot;</td>
<td>&quot;Ennui- not enough positive energy for contributing new ideas&quot;</td>
<td>&quot;Ignoring (and thereby rewarding) poor performance of others&quot;</td>
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<tr>
<td>&quot;Systems do not encourage creativity/innovation&quot;</td>
<td>&quot;Conscious or unconscious bias about who can/should lead&quot;</td>
<td>&quot;Excessive protocols and rules&quot;</td>
<td>&quot; Feeling disenfranchised&quot;</td>
<td>&quot;Lack of constructive/honest feedback on how one can improve as a leader can stunt/slow down the leadership development of emerging leaders&quot;</td>
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<td>&quot;Systems that favor independent action&quot;</td>
<td>&quot;Narrowly defined notions of leadership&quot;</td>
<td>&quot;Strict definition of roles and job descriptions&quot;</td>
<td>&quot;Lack of self-efficacy/belief in the one’s competency to lead also inhibit one from taking action&quot;</td>
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<td>&quot;Having too many institutional agendas or obligations, the effort is dispersed&quot;</td>
<td>&quot;Misalignment of individual and organization goals and/or incentives (financial, status, emotional, cultural)&quot;</td>
<td>&quot;Satisfaction with status quo&quot;</td>
<td>&quot;Fear of change&quot;</td>
<td></td>
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<tr>
<td>&quot;Silo process and operations&quot;</td>
<td></td>
<td>&quot;Institutional inflexibility (institutional requirements and barriers that prevent change and ultimately wear people down)&quot;</td>
<td>&quot;Prioritizing self over the welfare of others&quot;</td>
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</table>

CURRENT CONDITIONS

TARGET CONDITIONS (GOALS)

To create a collaborative culture in which behaviors encourage innovation and collaboration at every level of UCR.
- Encourage and demonstrate engagement and visible support from leadership at every level of the organization.
- Create opportunities for all employees to feel empowered and valued.
- Encourage a culture of questioning of the status quo to promote continuous improvement.
- Enable dialogue across all levels of the organization.
- Enhance communications to effectively reach all staff, faculty and students.

Develop all individuals as collaborative leaders to strengthen UCR’s position to achieve excellence.

RECOMMENDATIONS & START DATES

- Talent acquisition and management: July – September 2016
  - Employee training/skills building
  - Team building
  - Job shadowing
  - Mentorship/mentorship opportunities
  - New staff orientation
  - Evaluations and Rewards
  - 360's: October - December 2016 and ongoing
  - Peer reviews: December 2016 and ongoing
  - Periodic surveys: 3rd and 1st quarter semi-annual
- Campus-wide repository for ideas, suggestions and improvements July – September 2016
  - Ex. UCnext.org
- Collaborative spaces and forums: Ongoing
  - Host small and large group meetings across campus encouraging collaboration
  - Design a collaborative space facility

*Tiers:
1. Vice Chancellors and selected change agents
2. Functional Directors and selected change agents
3. Campus training by the first 2 tiers