

# **Position Development and Legislative Analysis Restructuring**

**High-Level Design Recommendations**

**Presentation to the UCOP  
Restructuring Change Leadership  
Group**

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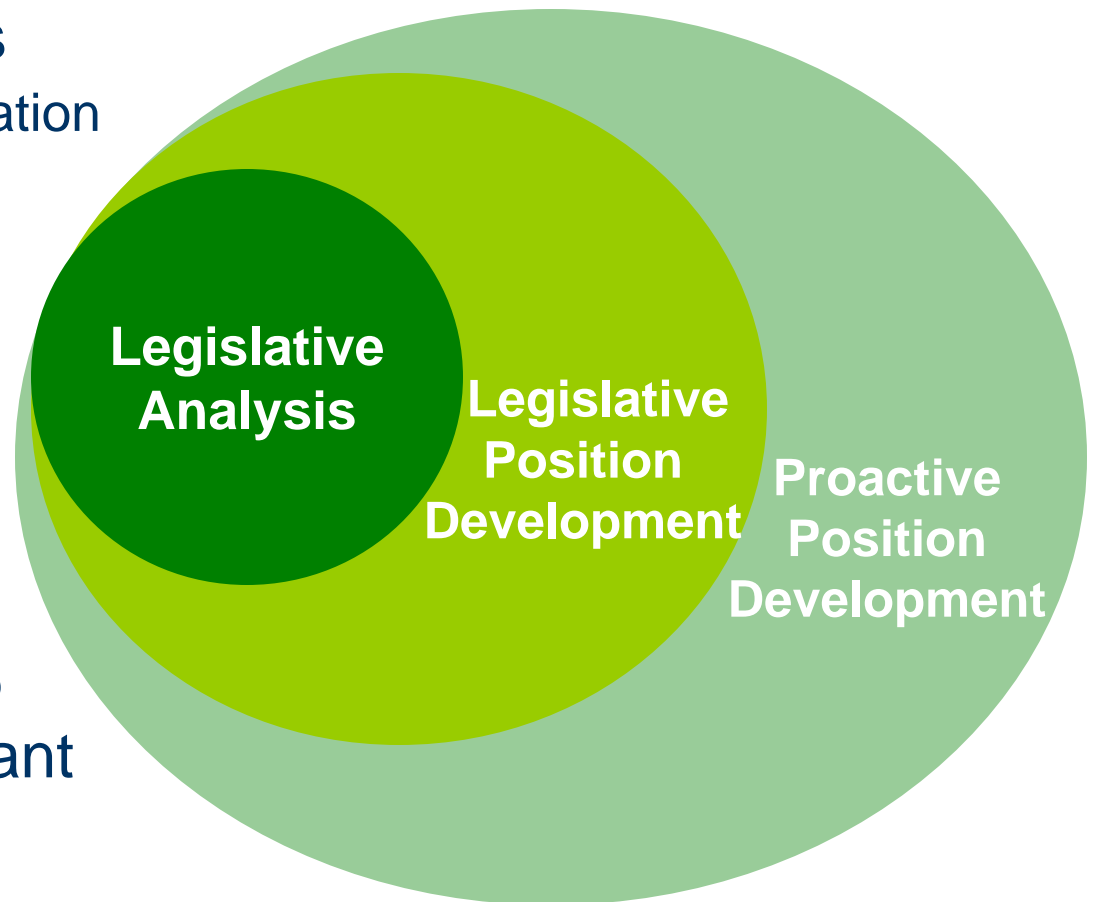
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# Scope of Work

- Legislative Analysis
  - Legislative Coordination
  - Policy Analysis
  - Legislative Inquiries
- Develop positions on state and federal legislation
- Proactively develop positions on important emerging issues



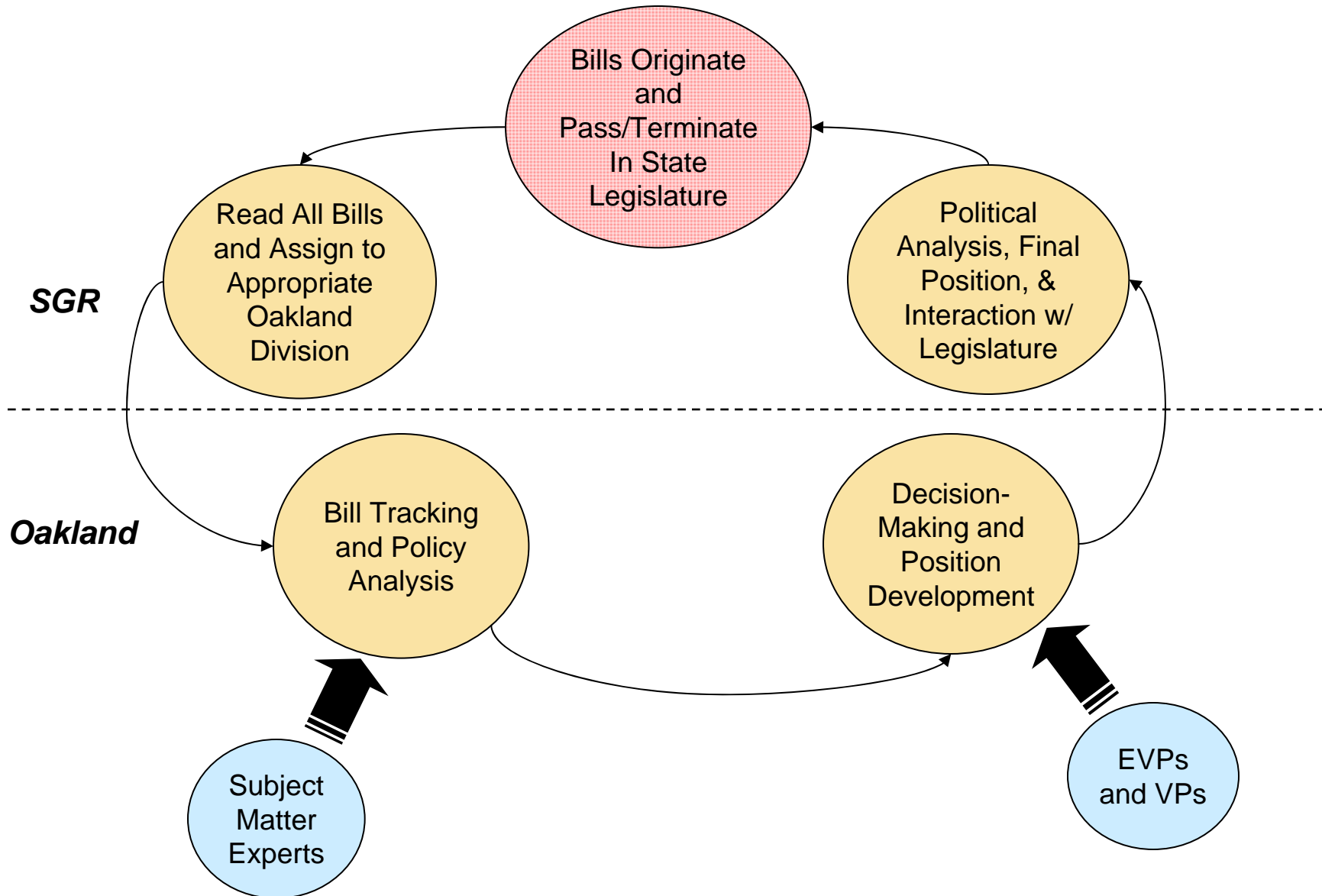
# Process

- Interviews with OP staff, Sacramento and FGR staff, campus government affairs staff, and external users of UC analysis
- “Mapping” of current process
- Understanding strengths and challenges associated with current process
- Conceptualizing the most effective framework and organization

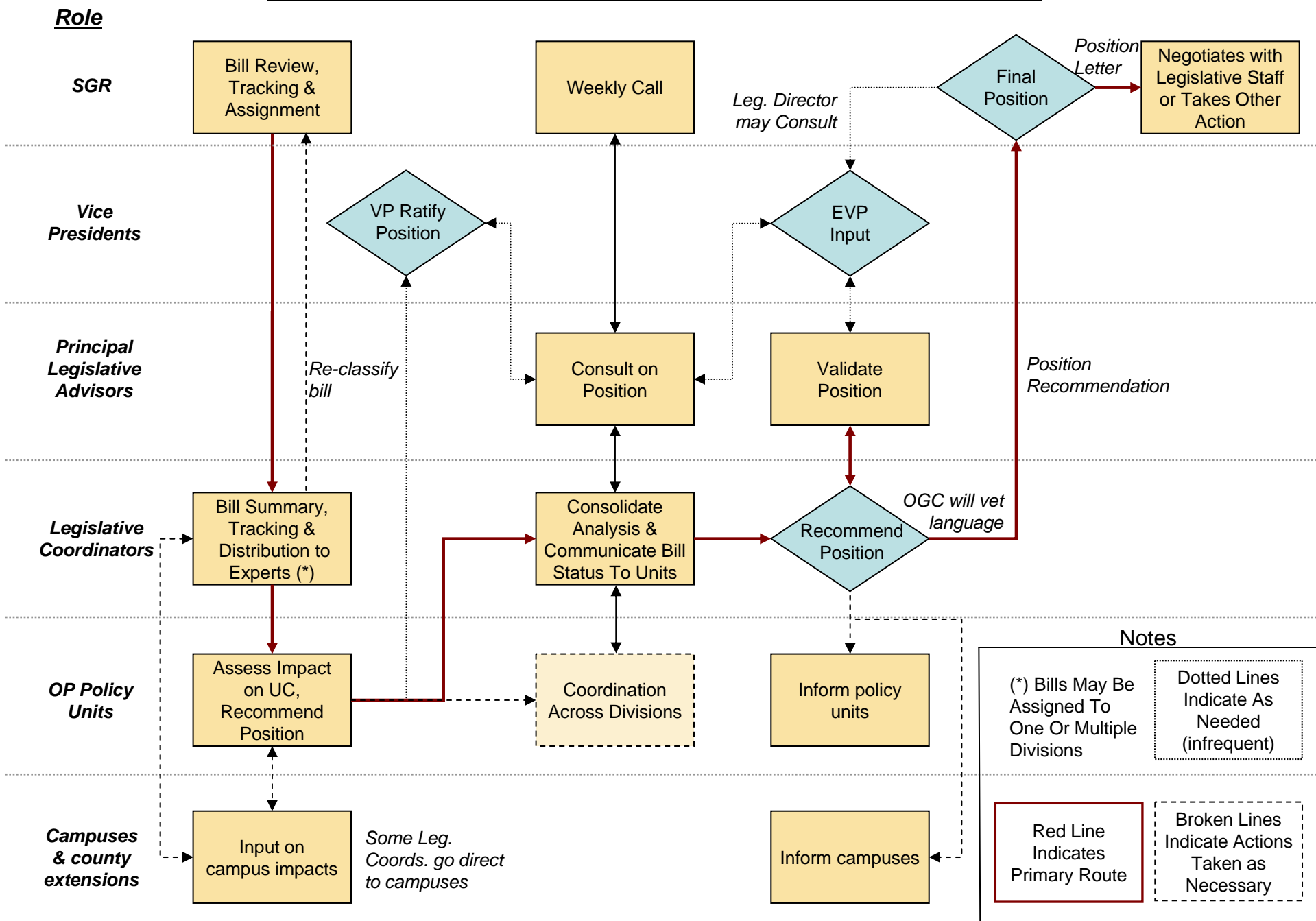
# Key Finding

- To be effective and efficient, UC's legislative coordination and analysis must be built on a foundation of positions that are:
  - Developed proactively
  - Coordinated across all OP divisions
- Position development must be:
  - Institutionalized
  - Staffed
  - Accountable
  - Transcend OP's divisional structure, though the expertise and analysis that underlie positions come from divisions

# Principal Elements of the UC State Legislative Analysis Process



# Schematic of the UC State Legislative Analysis Process



# Legislative Coordination and Analysis: Key Strengths

- UC's legislative analysis is highly regarded for its quality and, in most cases, responsiveness
- Key to our quality lies in the subject matter expertise of staff in UC's policy units. OP SMEs are:
  - Highly specialized
  - Closely linked to operational issues, which keeps them up-to-date and relevant
- These strengths must be preserved

# Legislative Coordination and Analysis: Challenges and Opportunities

- Resources available for legislative analysis and coordination vary by division
  - Leads to uneven workload levels
  - Sometimes compromises effectiveness
- Coordination of cross-cutting issues is ad hoc and not always comprehensive
- Cost analysis function needs standardization
- Lots of time spent “fighting fires”
- Identifying and addressing emerging issues could create more efficiencies in these activities

# High-Level Design Recommendation One

Create a Position Development function within OP, charged with:

- **Scanning** to identify emerging issues and develop positions on them early, before we are forced to respond
- **Supporting** the President's development of UC's proactive policy agenda
- **Convening** key parties in a structured manner to facilitate decision-making and principle development
- **Resolving** cross-divisional issues
- **Communicating** policy positions
- **Monitoring** implementation

## High-Level Design Recommendation Two

Consolidate within the central Position Development function state and federal legislative coordination activities currently performed at the divisional level

# The UC Position Development and Legislative Analysis Function

	Function	Current Model					Consolidated Model
<b>Proactive Positioning</b>	Convening	Not currently done in a structured way					Performed in the Consolidated Legislative Unit
	Agenda Setting						
	Cross-Divisional Feedback Coordination						
<b>Legislative Response &amp; Analysis</b>	Legislative Coordination	Academic Affairs	Health Sciences & Services	Agriculture & Natural Resources	Budget Office	Business Operations	
	Legislative Analysis						
	Legislative Inquiries						
	Follow-Up & Implementation Monitoring						
<b>Subject Matter Expertise</b>	Analytic Foundation	Performed in the Policy Units					
	Specialization						
	Link to Operations						

# Next Steps

- Feedback on high-level design
- Detailed design