

CTF Implementation – Interview Summary

Between February and March 2015, 24 interviews were conducted with a subset of presidents, vice chancellors, and bargaining unit and student association leaders to gather input on strategies and principles that could support campus and system implementation of CTF initiatives. Input was also gathered at the winter chief academic officers meeting and the CTF All-Teams Summit. The input is organized by major topical areas.

Primary Areas and Input

Overall Management

- Interest in a shared approach for campuses, both individually and regionally, to engage stakeholders in the review and advancement of CTF initiatives
- Desire to have Leadership Council provide leadership to the areas where we need to come together as a system
- Deliberate action steps for coordinating and advancing the work regionally and systemwide

Institutional Planning

- Ability to identify and designate the necessary resources to move some initiatives forward
- Focus on finding “cross walks” between CTF and strategic goals of the college or university
- Use of college or university planning committee and consultation structure to identify areas of involvement and corresponding expectations for engaging with CTF initiatives

Coordination and Collaboration

- Promote more sharing of effective practices and collective learning through online, convenings, and other forums
- Support colleges and universities individually and regionally in identification of where to engage collaboratively
- Possible campus liaison role dedicated to CTF to communicate and coordinate initiatives within and across colleges and universities
- Concern about who will lead and manage the work; role of Leadership Council in having a collective approach and increased coordination in areas that emerge during implementation

Resources

- Availability of resources was a common area of concern leading to suggestions and support concerning reallocation of human and financial resources
- Need for intentional dialogue and messaging around where and whether there is designated funding and resources for the initiatives

Stakeholder Engagement

- Sharing of information and greater cooperation among stakeholders across the colleges and universities was seen as a critical strategic area
- A notable concern from stakeholders was whether students and bargaining units would have opportunities to engage with implementation
- Suggestions around convening across the system in a format similar to the recent CTF All-Teams Summit that facilitated exchange of ideas, interdependencies, and implementation strategies

Capabilities

- Concerns about preparing individuals on campus to support CTF work including project and process management, change management, and evaluation
- Interest in having common project management principles (lean, simplified, assessment) as basis for supporting cooperation
- Interest in designated staff systemwide and within colleges and universities to provide support and help coordinate the work across the system
- Ability to support knowledge sharing and training in initiative areas

Performance and Accountability

- Common message from responding presidents that they would use existing performance measures to hold people accountable for their work
- Several respondents noted that a lack of accountability for results will kill the CTF initiative and any forward momentum
- Additional input suggested that the chancellor hold presidents accountable for engagement and results on their campuses through the existing performance review process