



Residential, Retail and Supply Chain Services (RRSS)

Strategic Consulting Engagement

February 4, 2025 | Operational Strategic Initiatives

OSI Team



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ABOUT OSI



Campus
Initiatives



Continuous
Improvement



Operational
Effectiveness



Strategy Development

RRSS Engagement Objectives



Our Purpose

Establish **strategic direction**, identify **collaborative opportunities**, and ensure **alignment** with UC San Diego's campus-wide strategic plan while maintaining the **distinct strengths** of each unit.



Framework

Creating RRSS's first comprehensive strategic plan that articulates a clear mission, vision, values, and strategic priorities



Alignment

Identifying and leveraging cross-unit synergies while maintaining the unique value propositions that make each unit successful



Growth

Developing strategic initiatives that advance both unit-specific excellence and collective RRSS capabilities



Integration

Ensuring RRSS strategic priorities align with and support UC San Diego's campus-wide strategic plan



Community

Establishing a clear implementation roadmap with metrics for success and stakeholder engagement strategies

Our Phased Approach



Phase 1: Project Planning & Kickoff

Purpose: Establish a strong foundation for successful strategic planning by ensuring clear governance, stakeholder buy-in, and efficient process structure.

Key Activities:

- Governance Structure Development
- Stakeholder Engagement Planning
- Project Infrastructure
- Data Gathering Framework

Key Deliverables:

- Engagement & Communication Plan
- Assessment of Existing Strategic Plans
- Guiding Principles Session Synthesis

Timing: January to February 2025



Phase 2: Current State Assessment

Purpose: Develop deep understanding of current operations, challenges, and opportunities across all units.

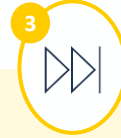
Key Activities:

- Stakeholder Interviews
- Focus Groups / SWOT Sessions
- Survey Administration

Key Deliverables:

- Stakeholder Insights Analysis
- Current State Assessment Report
- Quick Wins & Areas of Improvement

Timing: February to March 2025



Phase 3: Future State Planning

Purpose: Develop unified strategic direction while preserving unit strengths.

Key Activities:

- Strategic Planning Workshops
- Unit-Specific Strategy Sessions
- Unit Alignment Planning

Key Deliverables:

- Draft Strategic Plan
- Unit Alignment Frameworks
- Stakeholder Feedback Synthesis

Timing: April to July 2025



Phase 4: Implementation Planning

Purpose: Ensure successful execution of strategic plan.

Key Activities:

- Implementation Workshop
- Metrics Development
- Communications Planning

Key Deliverables:

- Final Strategic Plan
- Communication Plan
- Next Steps & Recommendations for moving forward

Timing: August to September 2025

1 *Build strong foundation through inclusive process*

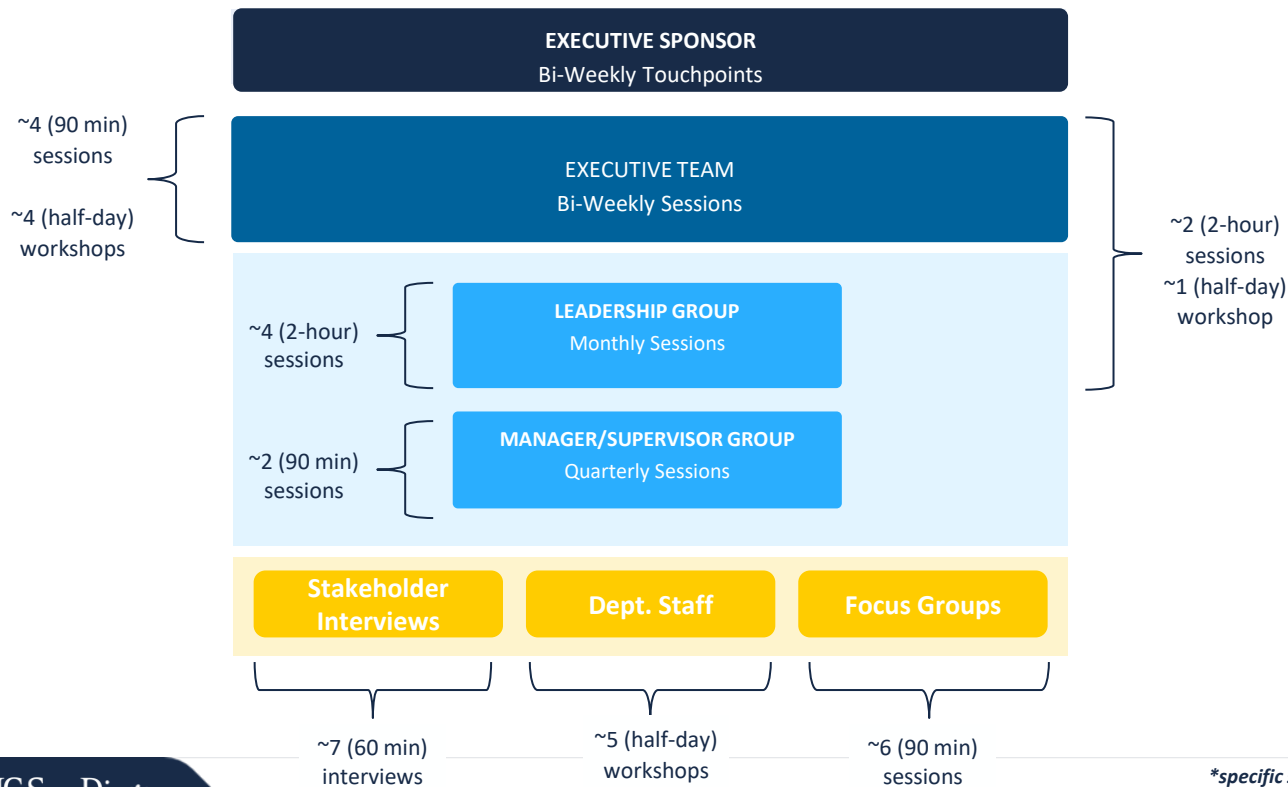
2 *Create comprehensive understanding of current state*

3 *Develop strategies that balance unity and unit identity*

4 *Ensure successful implementation through clear planning*

RRSS Engagement Structure

Establish a coordinated engagement model with clear roles and regular touchpoints



KEY RESPONSIBILITIES & TOUCHPOINTS

Strategic Leadership

- Champion the strategic planning process
- Drive strategic direction and decision-making
- Review and validate findings/recommendations
- Ensure cross-functional alignment
- Shape key initiatives and priorities

Operational Leadership

- Provide operational insights and recommendations
- Review and validate findings/recommendations
- Surface opportunities and challenges
- Cascade communication to teams

Targeted Stakeholders*

- Provide strategic context and direction
- Share insights on interdependencies
- Identify collaboration opportunities
- Ensure alignment with partner priorities
- Share frontline perspectives and experiences
- Provide feedback on proposed strategies
- Surface quick wins and improvement areas

**specific stakeholders, including interviews and focus groups, to be determined.*

THANK YOU

Any further thoughts or questions, please share at osi@ucsd.edu

Appendix

Phase 1: Project Planning & Kickoff

Establish a strong foundation for successful strategic planning by ensuring clear governance, stakeholder buy-in, and efficient process structure.

Key Activity	Strategic Rationale
Governance Structure Development	<p>Purpose: Creates clear decision-making paths and ensures representation across all levels of organization.</p> <p>Why: Critical for maintaining momentum and ensuring decisions are made efficiently.</p>
Stakeholder Engagement Planning	<p>Purpose: Ensures comprehensive input and builds organizational buy-in from the start.</p> <p>Why: Strategic plans succeed when stakeholders feel heard and involved throughout the process.</p>
Project Infrastructure	<p>Purpose: Creates efficient mechanisms for collaboration and information sharing.</p> <p>Why: Enables smooth execution and maintains transparency throughout the process.</p>
Data Gathering Framework	<p>Purpose: Ensures decisions will be based on comprehensive information.</p> <p>Why: Creates fact-based foundation for strategic decision.</p>

Phase 2: Current State Assessment

Develop deep understanding of current operations, challenges, and opportunities across all units.

Key Activity	Strategic Rationale
Stakeholder Interviews	Purpose: Gather diverse perspectives and insights about current state. Why: Helps identify common themes, unique challenges, and opportunities across units.
Focus Groups/SWOT Sessions	Purpose: Enable collaborative discussion and shared understanding. Why: Surfaces collective insights and builds shared ownership of findings.
Survey Administration	Purpose: Gather broad-based quantitative and qualitative data Why: Ensures all voices are heard and provides data to validate interview/focus group findings

Phase 3: Future State Strategic Planning

Develop unified strategic direction while preserving unit strengths.

Key Activity	Strategic Rationale
Strategic Planning Workshops	Purpose: Collaboratively develop strategic framework Why: Creates shared vision and ensures buy-in from all levels
Unit-Specific Strategy Sessions	Purpose: Translate organizational strategy to unit level Why: Ensures strategies work at both macro and micro levels
Unit Alignment Planning	Purpose: Identify and leverage cross-unit synergies Why: Maximizes value of bringing units together under RRSS

Phase 4: Implementation Planning

Ensure successful execution of strategic plan.

Key Activity	Strategic Rationale
Implementation Workshop	Purpose: Create detailed execution plan Why: Transforms strategy into actionable steps
Metrics Development	Purpose: Establish clear success measures Why: Enables tracking of progress and outcomes
Communication Planning	Purpose: Ensure clear messaging to all stakeholders Why: Maintains momentum and engagement through implementation

UC San Diego

THANK YOU!!