Delivering Results through Crowdsourcing

WELCOME!

Please introduce yourself to your neighbor

Share a topic that could engage your campus to advance your strategic priorities
Delivering Results through Crowdsourcing

A UC San Diego Case Study

8/8/2016

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What is crowdsourcing?

**Crowdsourcing Definition**

1. to utilize (labor, information, etc.) contributed by the general public to (a project), often via the Internet and without compensation: The team's use of Facebook to crowdsource accurate scientific data allowed the project to be completed on time.

Origin circa 2006 and it’s a combination of the words of “crowd” + “outsource.”

2. Crowdsourcing can tap the collective intelligence of a crowd to identify new processes and unique capabilities that will positively impact the organization.
Brain Teaser

How many body parts can you think of that are spelled with three letters?

ARM    LEG    EYE
LIP    TOE    HIP    EAR
RIB    GUM    JAW
Campus Engagements: Per-Interaction, Periodic, and Pulsed

Annual Assessments
"Periodic"
- Structured, validated assessments measure attitudes and behaviors and track metrics over time
- Qualitative (i.e., open comments) and quantitative (i.e., numeric scores, ratings) analytics identify trends and predict outcomes
- Anonymous, Confidential

POS Surveys
"Per-Interaction"
- Point of Service (POS) surveys linked to transactions for instant feedback
- Allows immediate course corrections
- Not confidential

Crowdsourcing
"Pulsed"
- Deliberate, interim readings of trends
- Strategic dialogues around special case questions allow collaboration and group-identified solutions
- Not confidential

Past and Future Patterns

Present Patterns

Potential Patterns

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A proven methodology applied across industries
Different uses of crowdsourcing are applied across universities

- SFSU: Crowdsourcing Research
- Oxford University: Translating Ancient Lost Texts
- Carnegie Mellon: Crowdsourcing Bus Locations and Capacity
- UC San Diego: Crowdsourcing Ideas for Operational Improvements
To meet new challenges and sustain our excellence, we undertook a highly inclusive campus-wide review of our mission, values, and goals

First time in our history
Bottom up & inclusive
Campus-wide

We wanted the inclusive nature of our strategic planning process to become part of our ongoing culture. Crowdsourcing was an effective way to continue engaging all members of our campus community in collaboratively innovating to drive our strategic plan through implementation.
Innovation Management at UC San Diego

**Front End of Innovation**

- **Idea Generation**
  - Engage Staff and Faculty
  - Time-bound
  - Focused
  - Originate from prior Campaigns, Leadership, Governance and Survey Results

- **Idea Evaluation and Refinement**
  - Score impacts
  - Collaboration
  - Group ideas
  - Review best ideas

- **Concepts**
  - Form Concept teams from Ideas, including SME’s and Process owners
  - Review and analyze
  - Top concepts developed with business case
  - Recommend top concepts to Chancellor

**Back End of Innovation**

- **Innovation Portfolio Management**
  - Project Sponsors identified
  - Projects resourced
  - Formal projects launched
  - Dashboards to demonstrate progress and impact
  - Ongoing monitoring

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**Strategic Innovation**

- Stem from the strategic plan and survey data

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**Idea Campaigns**

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- Time-bound
- Focused
- Originate from prior Campaigns, Leadership, Governance and Survey Results

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**Ideas**

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**Concepts**

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**Innovation Projects**

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- Projects resourced
- Formal projects launched
- Dashboards to demonstrate progress and impact
- Ongoing monitoring
Activity

Please refer to handout

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What does crowdsourcing look like?

It can look very different.

- Manual or technology-enabled
- Large or small scale
- Ideas are As Is or For Consideration

You have options.

- Design and leverage your crowdsourcing model so that it best fits your audience and best drives the type of engagement that you are seeking
Crowdsourcing for Process Improvements at the UCSD School of Medicine

- Group Facilitation
- Online Survey Analysis
- Brainstorming Solutions
- Token Voting
- Group Scoring on Complexity and Cost
- Affinity Charting

School Of Medicine Process Improvements

- 40 ideas
- 7 projects
- 15 Quick Wins
- 8 concepts

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Completed Campaigns

**Campus Challenge to Reduce Administrative Burden**
Share your ideas for changes in specific administrative processes and policies that would directly allow our departmental staff, faculty, and researchers to sp...
Ideas: 78 | Sponsor: Pradeep Khosla, Chancellor; Gerard Boss, Chair, UC San Diego Academic S...

**Hiring, Orienting, and Engaging the Campus Community**
Please tell us what UC San Diego has done well and what improvements could be made to help new and recent hires be more engaged, informed and produ...
Ideas: 39 | Sponsor: Pierre Ouillet, Vice Chancellor/Chief Financial Officer; Suresh Subramani, Ex... 

**Optimizing Process and Technology for Event-Related Transa**
Share your ideas on how to refine the campus experience of processing event-related transactions
Ideas: 37 | Sponsor: Faye McCullough

**Staff Performance Appraisal Process**
How can we simplify and standardize the staff performance appraisal process?
Ideas: 80 | Sponsor: Robert Crouch

**Working Together to Save Energy**
Share your ideas about how the university can support you in lowering your energy consumption on and around campus.
Ideas: 128 | Sponsor: Gary Matthews

**Improve Our Commuting: Parking Options**
Share your ideas for making it easier to travel to and around UC San Diego.
Ideas: 369 | Sponsor: Gary Matthews
Pitch an Idea to the Crowd

Idea Title and Description

Attributes (to assist scoring), Pictures, Documents, etc.

Find Similar Ideas
Get Feedback from the Crowd

Idea Summary

Vote for the Idea and Socialize the Idea

Community Chat/Discussion to Refine the Idea
Get Feedback from the Crowd

Idea Summary

Vote for the Idea and Socialize the Idea

Community Chat/Discussion to Refine the Idea

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Score the Ideas

Visual Scored Portfolio

Scoring Criteria

Detailed Scores for Top Ideas
Make an Impact

- 78 Ideas Evaluated
- 48 Concepts Implemented
- 5 Concepts Evaluated
- 3 Concepts Implemented

**Awareness**
- 35148 Users are Invited
- 473 Organizational Units With Invited Users
- 645 Invitees Browsed the Campaign

**Activity**
- 78 Submitted Ideas
- 303 Posted Comments
- 1076 Votes

**Adoption**
- 324 (0%) Invitees Have Voted
- 166 (0%) Invitees Have Commented
- 59 (0%) Invitees Submitted An Idea
- 422 (1%) Invitees Have Participated

**Ideas in Process**
- 20 Community Discussion
- 2 HOT!
- 48 Evaluation

**Evaluation Progress**
- 2 Evaluation Sessions
- 1485 Requested Evaluations
- 456 (30%) Completed Evaluations

**Results**
- 5 Selected for Concept
- 3 Implemented
Best Practices and Lessons Learned
<table>
<thead>
<tr>
<th>Campaign Mode</th>
<th>Innovation Horizon</th>
<th>Change or Efficiency</th>
<th>Near term innovation (ca. 0-6 months)</th>
<th>Medium term innovation (ca. 6-24 months)</th>
<th>Long term innovation (ca. &gt;24 months)</th>
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| Creative      |                   | ✓ Maximizing profitability of a new service  
✓ Raise employee satisfaction | ✓ Providing an existing service to a new market | ✓ Developing a new offering for an existing market | ✓ Developing a new offering for a new market  
✓ Identifying core elements of future long term vision |
| Problem Solving|                   | ✓ Cost saving  
✓ Process Improvement  
✓ Reduce risk | ✓ Mitigating issues with the launch of a new offering | ✓ Solutions to issues that will stop a new program or project | ✓ Solutions to address challenges in current long term vision |
| Discovery     |                   | ✓ Finding rare expertise  
✓ Finding the root cause of a problem  
✓ Best practice sharing | ✓ Finding experts to help optimize a late stage offering | ✓ Finding the skills to develop something new | ✓ Finding those with long term vision for the organization |
| Testing       |                   | ✓ Supporting the adoption of a new process  
✓ Prototyping a new service or product | ✓ Maximizing the benefit of a new service or product | ✓ Identifying a high-level concept with sales & marketing | |
| Feedback      |                   | ✓ Voice of the customer or consumer | ✓ Feedback on a new offering before launch | ✓ Feedback on a set of potential new offerings | ✓ Feedback on current or future long term vision |
Encouraging Participation

- Engaged and committed sponsor
- Advocacy group (WaveRunners)
- Using moderators/facilitators to catalyze the conversation
- Rewards & Recognition
Marketing & Communications

- Seeding Ideas prior to launch
- Must communicate to reinforce continued participation during all phases
- Market the campaign at least three weeks prior to launch
- Campaign/Participation Reminders
- Write a good description with targeted question
Other considerations

- Limited timeline
- Using an online tool
- Setting clear expectations at the beginning
- Must deliver at least some results
- Code of Conduct
Questions?

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