



Council of UC Staff Assemblies Annual Report

Bill Johansen

CUCSA Chair

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Council of University of California Staff Assemblies Mission

In support of the mission of the University of California it is the purpose of the Council of UC Staff Assemblies (CUCSA) to maintain and enhance communication within the University Community on matters of interest to staff employees in accordance with California laws and Regent policy.

The constituency of the Council is understood to be staff employees of the University of California. The Council is involved in matters of interest and concern to those who are not exclusively represented and may address matters not within the scope of representation for those exclusively represented. This mission is accomplished by:

Providing a forum where University staff may discuss university related issues of mutual interest.

- Providing information and staff perspective to the Administration and others on policies, processes, or other matters of mutual interest.
- Fostering respect, communication, and collaboration among staff and other members of the university community.

Council of UC Staff Assemblies: The Year in Review

The 2006-2007 year was a productive year for the Council of UC Staff Assemblies (CUCSA). The year began with CUCSA's first in-depth orientation for new and returning delegates, giving the entire Council an opportunity to come together as a group. This allowed them to hit the ground running for the year that was ahead. And what a year it was.

It was a year that included two workgroups (Workforce Evolution and Communication) in addition to CUCSA's two standing committees (Diversity and Policy and Procedures). It also included four quarterly meetings with full agendas of both local and systemwide guests.

In addition, the Executive Officers of CUCSA worked with various parties around UC to establish relationships to build on CUCSA's mission of enhancing communication around UC including with the decision makers at UCOP and the Regents.

This year's Council consisted of three executive officers (Chair, Vice-Chair, and Secretary) and two delegates from each of the ten campuses, the Office of the President, and the Lawrence Berkeley National Laboratory. The twenty-four delegates and three executive officers represented over three hundred collective years of service to the University. These individuals came from academic, administrative, and service areas across all corners of their locations. It again demonstrated the saying that staff are "in every building, on every floor."

The members of CUCSA also demonstrated another fact about UC staff – it is a group of hardworking individuals who care about what the University does and their role in it. Nearly half of the members of CUCSA this year are alumni of UC and over one-third have family members who are either UC alumni or are currently attending UC.

A disappointment for CUCSA this year was the loss of both the Los Alamos National Laboratory (LANL) and the Lawrence Livermore National Laboratory (LLNL) as members of the Council, due to the changes in the management contracts for these laboratories, whereby UC was no longer the sole manager but instead was part of a consortium. It was felt by the administration at the respective locations that there was no added value in continued CUCSA attendance. That brief moment in time, when all fourteen UC locations were at the CUCSA table, will always be seen as a tremendous accomplishment for CUCSA.

CUCSA ended its year with a reunion and celebration of the accomplishments of the Council during its thirty-three year history. This first of its kind reunion of current and former delegates gave CUCSA the opportunity to reflect on where it has been and where it is going. On the last day of its business meeting in June, the Council members participated in an exercise to begin to formulate what the future of CUCSA may hold as it begins the next chapter in its history.

Maintaining and Enhancing Communication

CUCSA's mission is to maintain and enhance communication between senior administration and staff as well as between staff across UC. One of the most important vehicles for this communication is CUCSA's quarterly meetings.

This year's meetings were held at the following locations:

UC Davis and UC Davis Medical Center (September 2006)
UC Santa Barbara (December 2006)
UC Berkeley and Lawrence Berkeley National Laboratory (March 2007)
UC Los Angeles (June 2007)

Bringing the Council to the UC locations gives staff the ability to see up close the programs and endeavors located at each site. This sort of hands-on experience is invaluable in creating a better understanding between staff from various locations and is clearly at the heart of CUCSA's mission to enhance communication between staff.

CUCSA Quarterly Meetings: Guests

CUCSA continued this year its tradition of inviting the decision makers of UC and The Board of Regents to participate in its quarterly meetings. These exchanges are an incredible opportunity for these decision makers to meet with staff from across the system and to hear directly from this invaluable segment of the University community. It is especially important to CUCSA to find ways in which staff can be instrumental in overcoming the issues facing the University.

The CUCSA guests from The Board of Regents this year included:

Chairman Gerald Parsky
Student Regent María Ledesma
Regent Judith Hopkinson
Regent Norm Pattiz
Faculty Representative Michael Brown
Staff Advisor to the Regents David Miller
Staff Advisor to the Regents Lynda Brewer

From the Office of the President (OP), CUCSA's guests included:

President Bob Dynes
Associate President Linda Williams
Associate Vice President Judy Boyette
Assistant Vice President Steve Arditti
Executive Director, Policy & Program Design, Human Resources & Benefits Randy Scott
CUCSA's Liaison with OP Rosemary Monroe

By bringing senior leadership from The Board of Regents and the Office of the President together with systemwide staff, the dialogue that ensues becomes very rich with shared concepts of what is happening at OP as well as how these issues impact the locations.

Local guests at CUCSA's quarterly meetings included:

UC Davis:

Provost and Executive Vice Chancellor Virginia Hinshaw
Associate Vice Chancellor Dennis Shimek
Vice Chancellor John Meyer

UC Davis Medical Center:

Vice Chancellor and Dean Claire Pomeroy
Manager of Facilities Planning Michael Pansius

UC Santa Barbara:

Vice Chancellor Donna Carpenter
Associate Vice Chancellor Marc Fisher

UC Berkeley:

Chancellor Robert Birgeneau
Associate Vice Chancellor Steve Lustig

Lawrence Berkeley National Laboratory:

Deputy Laboratory Director Graham Fleming
Chief Human Resources Officer Vera Potapenko

UC Los Angeles:

Acting Chancellor Norm Abrams
Assistant Vice Chancellor Lubbe Levin
Assistant Chief of Police Jeffrey Young

The combination of guests from UCOP, The Regents, and from the location that is hosting the CUCSA meeting creates a broad spectrum of insights for the delegates. It allows them to connect programs that are in place at their locations to those that are at other locations. It also allows the delegates to contextualize these programs to The Regents and senior OP leadership to demonstrate how these programs can be used across the UC system.

CUCSA Quarterly Meetings: Local Spotlights

Spotlighting programs and developments at the host locations during the CUCSA meetings has proven to be an incredibly useful tool. These opportunities allow the delegates to see how different each location is, while at the same time realizing the similarities.

At both UC Davis and the UC Davis Medical Center, the planning for future growth at each of these locations was demonstrated in presentations. The emphasis on the size of UC Davis relative to the city of Davis demonstrated the need for a true integration of services between the campus and the city. The student run bus service that serves both the campus and city is an example of a productive and mutually beneficial town and gown relationship.

At UC Santa Barbara, there were two local spotlights during the CUCSA meeting. The first was the sustainability efforts at UCSB. Perrin Pellegrin, Campus Sustainability Coordinator, led a tour of Bren Hall, home of the UCSB School of Environmental Science and Management and the

only laboratory building in the United States to have received the U.S. Green Building Council's Platinum LEED accreditation.

Also at UC Santa Barbara, leaders of several employee development programs participated in a panel discussion about these types of programs. The participants included: Patty Aijian, Training and Development Coordinator for Housing and Residential Services; Priscilla Mori, Director of Business Services for the College of Letters and Science; and Barbra Ortiz, Special Projects Coordinator for the Office of Student Life. Each one shared concepts behind their programs highlighting those aspects that worked well. While there was definite overlap in some areas, the unique nature of each target audience was also taken into account.

During its visit to UC Berkeley, CUCSA had the opportunity to hear from Associate Vice Chancellor Steve Lustig. AVC Lustig gave an overview of his division and the reorganization that has been underway with the overall purpose of optimizing the success of faculty and staff. This new organization includes the Center for Workforce Development. This center looks at training and development broadly across the campus, not for individual growth but for campus growth. The model created is one that could be looked at and potentially implemented at each of the UC locations.

While at the Lawrence Berkeley National Laboratory, the delegates were given glimpses into the current research at that the oldest DOE national laboratory. Deputy Laboratory Director Graham Fleming discussed LBNL's Helios Program that combines a number of distinct research efforts under one roof in the pursuit of finding renewable energy sources that can be sustained for future energy needs. Also at LBNL, CUCSA was given a tour of the Advanced Light Source (ALS), one of the world's brightest sources of ultraviolet and soft x-ray beams, by ALS Division Director Roger Falcone.

Following the April 2007 tragedy at Virginia Tech, campus safety and security became a top issue for all academic institutions. At the UCLA meeting, CUCSA heard from Assistant Chief of Police Jeffrey Young about what UC is doing at a systemwide level in terms of campus safety and security. Assistant Chief Young also spoke specifically about how these changes have impacted UCLA.

CUCSA Reunion and Celebration

The January 2007 passage of the Staff Advisors to the Regents into a permanent position gave cause for CUCSA to stop and recall the successes it has had during its third of a century history. It was decided that a reunion of all past and present CUCSA delegates during the June meeting at UCLA would be the perfect way to celebrate. Valiant efforts were made by all involved, including the staff assemblies at each location, to track down and invite all former delegates.

The evening saw the gathering of over one hundred guests including ten former CUCSA Chairs. Special guests included President Bob Dynes, Associate President Linda Williams, Regent Odessa Johnson, Regent María Ledesma, former Regent Jodi Anderson, Acting Chancellor George Blumenthal, Staff Advisor David Miller, Staff Advisor Lynda Brewer, former Staff Advisor David Bell, Associate Vice President Judy Boyette, Assistant Chancellor Antoinette Mongelli, and Assistant Vice Chancellor Lubbe Levin. It was a memorable evening for all involved.

CUCSA would like to thank the generous support of the Chancellors and Assistant/Associate Chancellors, Associate Vice President Judy Boyette, and Associate President Linda Williams in making this historic event a reality.

CUCSA's Role in the University Fabric

Due in part to the leadership that CUCSA has taken on issues ranging from the position of Staff Advisor to the Regents to the pending retirement bubble, CUCSA has begun to be seen as a valuable resource to the University and its leaders. This past year, this new role was demonstrated both in the inclusion of CUCSA in the creation of the UC Staff Diversity Council as well as new relationships that have been formed.

University of California Staff Diversity Council

As part of his ongoing commitment to diversity at all levels of the University, President Dynes formed the UC Staff Diversity Council in December 2006. The Staff Diversity Council includes representatives from each of the campuses, as well as one individual representing each of the following: the national labs, the medical centers, the chief human resources officers, and the AA/EEO officers. In addition, the Staff Diversity Council has a representative of CUCSA. The initial representative was the 2006-2007 CUCSA Chair, Bill Johansen. Following CUCSA's elections at the June 2007 CUCSA meeting, it was decided that incoming Vice-Chair Joel Gonzales (UCSF) would serve as CUCSA's representative in order to maintain the two-year commitment that this role on the Staff Diversity Council requires. This requirement is a vital one in order to ensure ongoing efforts of the work of the Diversity Council.

University of California Leadership Institute

CUCSA was invited by UCOP to participate in the University of California Leadership Institute (UCLI) in October 2006 by presenting its 2006 Workforce Evolution Work Group's report on Knowledge Transfer. This report had already received wide recognition across the system and demonstrates the value of partnerships between CUCSA and UCOP in developing solutions to issues that face the University.

The CUCSA Workforce Evolution Work Group's 2006 report, "Knowledge Transfer: Models and Programs," reviews key knowledge transfer issues and proposes strategies for knowledge management. The potential strategies include examples from not only existing UC programs but also programs from other public as well as private sector institutions.

The presentation this year by CUCSA Vice Chair Kathy Mendonca (UCOP), former CUCSA Workforce Evolution Work Group Chair Maureen Morley (LLNL), and current CUCSA Workforce Evolution Work Group Chair Andrew Clark (UCOP) was well received by those in attendance at UCLI.

Partnerships

CUCSA also spent time this year establishing and maintaining partnerships with various segments of the UC community. By creating ongoing relationships that are not necessarily centered around a single issue, CUCSA is able to be a critical member of ongoing dialogue. This is especially important to CUCSA's fundamental mission of communication and information sharing.

Human Resources and Benefits

The best example of this type of partnership is the one formed this year between CUCSA and Executive Director of Policy and Program Design Randy Scott. The staff leaders of CUCSA became part of Executive Director Scott's ongoing communication plan regarding various aspects of benefit issues. This year, the multiple benefit issues that confronted staff and UC together gave a vital reason for this sort of relationship. This sharing of information allowed the delegates from across UC to be informed of the concepts behind the issues in order that they could be better informed and share this knowledge with others at their location. In addition, CUCSA became a recipient of ongoing e-mail communications from Human Resources and Benefits, which increases the communication avenues directly to staff.

Academic Senate

Another partnership that CUCSA focused on this year was to create an ongoing dialogue between CUCSA leadership and the leadership of the Academic Senate. CUCSA and the Senate have partnered successfully in the past on specific issues, but the intent this year was to create an open-ended relationship between staff leaders and faculty leaders. Current Vice-Chair of the Academic Senate Michael Brown agreed to begin monthly meetings with CUCSA leadership that will continue next year while he is Chair.

Since many of the issues impacting staff are also issues that impact faculty, this relationship with the Academic Senate is an important long-term partnership for CUCSA and staff issues.

Strategic Communications

At the end of the CUCSA year, the CUCSA leadership began a partnership with the Office of Strategic Communications at the Office of the President. Given that staff are an incredible systemwide audience who are invested in the success of the University, the ability to disseminate key information out to staff is important. These concepts initially arose when Associate Vice President Michael Reese visited with CUCSA at its December 2005 meeting at UC Santa Cruz. Delegates expressed their strong desire to have information about the University that will allow them to be vocal supporters of UC. The feeling is that there is such an incredible wealth of good that the University has done for the State of California, the nation, and the world, but that the details about these positive impacts are not easily accessible.

Strategic Communications agreed to ongoing quarterly meetings with the CUCSA leadership as well as e-mail communication between quarterly meetings. It is also planned that at least one of these meetings each year will take place at a quarterly CUCSA meeting so that the Strategic Communications Office can have direct access to staff leaders at a systemwide level.

The Beginning of New Partnerships

Additional partnerships were begun with incremental steps this year. The CUCSA leadership was invited to present at two systemwide meetings – the Chief Human Resources Officers Meeting and the State Governmental Relations Directors Meeting. Each of these meetings presented CUCSA with the opportunity to talk about CUCSA and its mission and to stress the importance and value of including staff in the work that each group performs. It is hoped that these new partnerships will continue to flourish.

It is important for CUCSA to continue to seek new opportunities to develop additional partnerships with other segments of the University community.

Why UC?

During their visit to the Lawrence Berkeley National Lab, the delegates were asked by LBNL Chief Human Resources Officer Vera Potapenko to describe what makes them stay with UC. A sample of the responses follows:

- “In the private sector money is the key. Here there is political awareness; there is some consequence to what we do.”
- “I love the environment of being around students; it keeps me young and makes me think in new ways.”
- “Flexibility and work life balance – here I can have a life!”
- “There are limitless possibilities to what role I can play.”
- “Collaborations, teamwork, and being able to translate that back into the community to help bridge the gap between education and career advancement.”
- “The ability to do a multitude of different things.”
- “The opportunity for advancement and being able to work with students. Plus the opportunity to work with a great group of committed people.”

What is clear from these responses is that staff cares about the University and all aspects of its mission – education, research, and service. In addition, the opportunities that can be afforded to a staff member can be boundless. These points are important to remember as training and promotional opportunities are being discussed. Further discussion following Ms. Potapenko’s presentation focused on the critical concept that staff need to be able to access and take advantage of these opportunities and that they should be encouraged and rewarded for doing so.

Staff Advisor to the Regents

Another great success for UC this year was the unanimous decision by The Board of Regents at its January 2007 meeting to make permanent the Staff Advisor to the Regents positions. This role is a valuable conduit between the Regents and UC staff and creates a decision-making environment that is more inclusive of all members of the UC family. Now staff sits at the table with the Regents alongside students, faculty, and alumni as the Regents deliberate on matters that impact the University.

CUCSA worked tirelessly over the past decade to make this a reality for all UC staff. Its success demonstrates the value that staff can have in the deliberative process and the need for such a voice. Staff is honored by the pioneering efforts of David Bell (UCSF), Dave Miller (UCLA), and Lynda Brewer (UCI) who all served in the capacity of Staff Advisor during its two year pilot program. They each demonstrated in real form the value and importance of staff and the level of commitment that staff has for the University.

During the July 2006 and January 2007 Regents meetings, various staff members spoke during Public Comment Period about the value of the Staff Advisors and urged the Regents to make the positions permanent. In addition, CUCSA along with staff and staff associations from around UC wrote letters of support for the role prior to the vote in January 2007. This outpouring of support across the system helped to demonstrate the need and the importance of the role.

Around the Table: What is on the Mind of Staff?

During the year, the delegates discussed many issues that they are confronting staff at their individual locations. In addition, there were many systemwide topics that were discussed around the CUCSA table. These issues included the pending retirement bubble, the benefits of a fee waiver for employees and their dependents, as well as ongoing issues of housing and child care resources – with some locations having more success than others.

Also this year, concerns of staff centered on the restart of retirement contributions and the impact of rising health care costs nationwide, both causing real financial impacts to staff.

As discussions around workforce needs arose, the differences in expectations between generations of staff also were examined. Estimates show that the newest generation of staff will have four to five careers in their lifetimes, and are looking for opportunities that offer flex time, child care, and elder care.

The topic of Ethics Training also was discussed. While the mandatory systemwide training provides a foundation, there is still a concern that staff are being asked to do things that lead them into ethical dilemma crossroads. While training that is targeted at those making these requests is a start, it must be coupled with accountability and consequences to be truly effective.

CUCSA 2007 Committees and Work Groups

The commitment of the Council to issues that are facing staff and the University was again demonstrated in the topics selected for CUCSA's Committees and Work Groups. The research and measured review of these issues that is performed by CUCSA is one of the greatest returns that CUCSA gives back to the UC community. Below are the summaries from the work performed by the Diversity Committee, the Workforce Evolution Work Group, the Communications Work Group, and the Policies and Procedures Committee.

Diversity Committee

In 2004, CUCSA created a standing committee on diversity. One cannot understate the importance of diversity in creating an environment that fosters the work and campus climate needed to fulfill the mission of the University.

In 2006, a report regarding faculty diversity was issued by the President's Task Force on Faculty Diversity. Also in 2006, at the urging of Regents María Ledesma and Fred Ruiz, the Regents created the Regents Task Force on Diversity that was charged with reviewing diversity across the University. As mentioned previously, President Dynes also created a UC Staff Diversity Council in 2006 that is specifically looking at diversity and UC's staff.

This year, CUCSA's Diversity Committee used the report of the President's Task Force on Faculty Diversity to see what measures would be useful when examining staff diversity.

The Executive Summary created by the 2007 CUCSA Diversity Committee follows:

The CUCSA Diversity Committee recognizes the many important issues facing the University of California. Currently, one of the most important of these is the diversity of staff, students, and faculty systemwide. We chose to focus primarily on staff diversity for the purposes of this report; however we recognize that a campus climate of diversity across all groups is essential. A diverse workforce enhances the community it serves. When a workforce is representative of the community, diversity and cultural relevance become ingrained in that service. The focus on diversity demonstrates the University's appreciation of what diversity brings and how diversity can improve the quality of the University of California.

The committee's research consisted of initiating literature searches on workforce diversity, solicitation of training efforts for career/professional development, interviews with various individuals such as the Affirmative Action/EEO Officers at various campuses, and training coordinators on several campuses to discuss diversity goals.

As there is no single or simple definition of diversity, the committee instead conceptualized what an ideal vision of staff diversity would look like at the University of California. Diversity would provide access to the entire community in terms of employment and growth. Diversity would make sure that all cultures are respected and that the campus understands cultural relevance is to be considered in all of its programs and processes, such as professional development, accountability, policies that are put into place, hiring practices, etc. Diversity would ensure that the workforce is representative of the community that surrounds it, without losing or lessening the standard of excellence for diversity's sake. Diversity would be ingrained in the culture in such a way that it is an apparent part of everyday University life.

The following five areas emerged to guide the development of this report and to identify proactive strategies that promote a diverse workforce.

1. Climate

The committee identified a climate survey as an important tool for leaders as they work to develop effective diversity plans. A climate survey can be instrumental in identifying the perceptions and levels of satisfaction of staff, as well as an important indicator to measure the success of diversity efforts.

2. Outreach

The University has a number of ways in which we can establish contact with potential employees, both internal and external. Our report discusses the importance of establishing diverse committees when recruiting and strategies that emphasize expanding the diversity of qualified individuals in applicant pools.

3. Accountability

Our research has found that many programs, reports, initiatives, and goals have been articulated about the importance of diversity at the University, more prominent with faculty and students. However, what appears to be a missing piece to the puzzle is accountability, or a process by which leaders are held accountable for making progress toward achieving the University's diversity goals. Our report addresses the expectations of leaders and identifies areas that address where real progress can be made.

4. Publications/Communication

Michael Stone, Executive Director of UCLA University Communications mentioned in an interview that "seeking opportunities to include diversity messaging in our publications and other related communication channels, when appropriate, can help to foster a positive environment." Our report addresses the importance of including such messaging and appropriate measures to ensure effective communication.

5. Career/Professional Development

Diversity is about leveraging all aspects of human potential. Professional development and other forms of career and workplace support should be provided for all employees and supported by supervisors and managers. Diversity within the workforce can maximize productivity, organizational goal accomplishment, and individual career development objectives.

This will be an important area for CUCSA to continue to closely examine in the coming years. Each of the areas identified by this year's committee could be examined in depth by future Diversity Committees.

Workforce Evolution Work Group

As an employer, UC has a vast array of potential career opportunities. As some have said. “There are 160,000 jobs out there – which one do you want?” The University has the ability to not only allow growth within a chosen career, but also the opportunity to change careers without leaving UC. However, there needs to be the support both locally and systemwide for such career change opportunities to be fully appreciated. This year’s Workforce Evolution Work Group examined ways in which UC can use economies of scale and local expertise to strengthen its workforce.

The Executive Summary created by the 2007 CUCSA Workforce Evolution Work Group follows:

The University of California is faced with a difficult budgetary situation and declining state resources. To combat this challenging environment UC must establish innovative ways to complete the business of UC. These innovations may be found through harnessing the administrative expertise of each location. Specifically, staff development is an area where locations may work together to build a UC which is greater than the sum of its locations. While there are shining examples of this occurring at UC, more can be done.

By implementing strategic resource sharing, taking advantage of the expertise and proximity of locations, developing coordinated staff development curriculum, building common infrastructure such as the Learning Management System, and establishing a systemwide program of career development counselors, UC will begin to facilitate the establishment of cross campus collaboration.

This is the third year of CUCSA’s Workforce Evolution Work Group. This work group was first created to respond to the looming retirement bubble that faces UC and that will impact every location. The results of these three years of examination are the beginning of an invaluable resource for staff and decision makers alike as they examine the issues involved.

Communications Work Group

This year, CUCSA reestablished the Communications Work Group. This work group was last convened during the 2002-2003 year. Many of the topics originally examined during 2002-2003 are still relevant to today’s University.

One of the major communications dilemmas for UC is whether the communications across the system are reaching their intended audiences. There are many well-intentioned programs such as placing computer terminals in common areas or asking supervisors to print out communications to share with their direct reports, but there is no data to show that these programs are being used fully or that they have made any impact.

This topic is vital to many of the University’s goals including its diversity efforts and succession planning through leadership training. If opportunities available are not clearly communicated to all staff, then there is a real question as to whether these truly represent opportunities. There is no silver bullet that will solve this issue, but it is vital that communication become a continuing focus and that potential solutions are examined in terms of effectiveness.

The UC Office of Strategic Communications has expressed their enthusiasm in partnering with CUCSA to look at this issue from a systemwide perspective and to help facilitate bringing any local successes to other locations.

Policy and Procedures Committee

CUCSA's other standing committee is the Policy and Procedures Committee. As with similar committees of other organizations, this committee continuously examines the structure and policies of CUCSA and makes recommendations on areas of potential reform.

This year the committee looked at seven different areas, described in their Executive Summary below:

The Policy and Procedures Committee had seven main charges for 2006-07: 1) update the CUCSA travel reimbursement policy, 2) create the 2007-08 CUCSA budget request to the Office of the President, 3) recommend improvements to the September CUCSA orientation and junior delegate preparedness, 4) create a prospective new junior delegate information sheet for local assemblies, 5) create a draft letter to the Regents in support of the permanency of the Staff Advisor to the Regents program, 6) make recommendations for delegate responsibilities (attendance and alternates), and 7) make a recommendation for committee constituency.

Each of these seven areas was examined closely and recommendations came forward to the Council for action or concurrence.

Fee Waiver Work Group

CUCSA initially started the year with a work group to review the topic of reduced fees for staff and their dependents. This is an issue that CUCSA has continued to examine and which six years ago came close to becoming a reality until the economic downturn of the state ended that effort.

The short-lived work group this year was able to compile the historical records of CUCSA on this issue and create a revised draft one-page position statement. However, after further discussions with decision makers involved in making this program a reality, the timing was not right for a full work group's efforts and as such the work group was tabled. Those involved in the Fee Waiver Work Group formed the Communications Work Group.

This topic continues to be one that is important to staff. These kinds of programs are offered at many of UC's leading academic competitors. This becomes a recruitment and retention disadvantage that UC has relative to those competitors. Recommendations came at the end of the year that aspects of fee waiver should be reviewed by CUCSA in the future to help facilitate potential solutions.

CUCSA: Looking Towards the Future

At its final meeting of the academic year, CUCSA took the opportunity to examine where it should focus its future efforts. CUCSA is, in many respects, at a crossroads in its organizational development. With the position of Staff Advisor to the Regents becoming a permanent reality with the vote by the Regents, a separate identity and value must be seen in the work and efforts of CUCSA. It will be vital for the strength of CUCSA in the long term to continue to establish itself as a systemwide Council. In many respects, this is similar in concept to the relationship of the Student Regents with the University of California Student Association.

CUCSA participated in facilitated brainstorming sessions that resulted in many paths forward. One major goal is to establish a CUCSA Five Year Strategic Plan, to be jointly established at both the local and systemwide level.

This effort will allow CUCSA to look at issues with a long range vision while at the same time respond to contemporary issues that may come up each year. This sort of measured approach will prove to be a major benefit to CUCSA and to the entire UC community.

New CUCSA Leadership Team for 2007-2008

At the final CUCSA meeting of the year, annual elections were held in accordance with the CUCSA by-laws for the positions of Vice Chair and Secretary for 2007-2008.

As of July 1, 2007, the new CUCSA executive officers will be:

Chair: Kathy Mendonca (UCOP)

Vice-Chair: Joel Gonzales (UCSF)

Secretary: Shelley Brown (UCLA)

These three individuals will be an incredible team that will bring CUCSA to a new level in the coming year.

Acknowledgements

This report must end by thanking critical individuals involved in this CUCSA year.

The first thank you goes to the rest of the 2006-2007 CUCSA executive team: Vice-Chair Kathy Mendonca (UCOP) and Secretary Sonia Johnston (UCM). Their dedication, experience, and expertise were an amazing asset to the progress that CUCSA was able to make this year. In addition, the Chair would like to thank Ed Abeyta (UCSD), CUCSA's webmaster, for his tireless efforts in support of CUCSA.

CUCSA also wants to thank President Bob Dynes, Associate President Linda Williams, and Associate Vice President Judy Boyette for their leadership and unwavering commitment to UC staff. We would also like to thank the CUCSA liaison with the Office of the President, UCOP Chief Human Resources Officer Rosemary Monroe for her help during the past year.

We must also thank the support that delegates receive from their supervisors and local Campus administration in fulfilling their duties and obligations to CUCSA, which in turn benefits all of the University of California, including its staff.

As a final thank you, the Chair must recognize his own local support at LBNL by Deputy Life Sciences Division Director Rebecca Rishell and Life Sciences Division Director Joe Gray who have been great advocates for his time as a CUCSA delegate and officer. In addition, the Chair wants to thank LBNL Chief Human Resources Officer Vera Potapenko and Laboratory Director Steve Chu for their ongoing commitment to LBNL's participation in CUCSA.