

**Council of University of California Staff Assemblies
(CUCSA)**

2008 – 2009 Annual Report



Lin King, CUCSA Chair

July 15, 2009

CUCSA 2008 – 2009 Annual Report

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CUCSA: History & Mission

A Brief History of the Council of University of California Staff Assemblies

The original concept of the University of California Staff Assemblies (hereafter referred to as the Council) was, and remains, an assembly of staff dedicated to improving communications between University of California (UC) administrators and staff, and between staff at UC locations (Office of the President, Lawrence Berkeley National Laboratory, and all ten campuses). The Council's objective is to provide service to the University by advising and providing a staff perspective to decision makers.

The Council, originally referred to as the University of California Staff Employee Associations, was founded on November 26, 1974 and chartered on July 18, 1975, and was comprised of delegates from six campuses. The current name, "Council of University of California Staff Assemblies" (CUCSA), was adopted in 1981.

An abbreviated timeline of significant moments in CUCSA's history is as follows:

- 1977:** The Chair of the Council is appointed to serve on two critical system-wide committees dealing with staff benefits, cross-training and career ladders.
- 1978:** Chairs of each campus staff assembly, as well as members of the Council, were invited to Charter Day 1978 at UC Berkeley.
- 1978:** UC Office of the President agreed to pay travel expenses for one delegate from each campus to attend Council meetings. The Council name was revised to "University of California Staff Associations."
- 1982:** The CUCSA Chair was appointed to the President's Sexual Harassment Task Force and President Saxon committed to continue to utilize CUCSA members in system-wide committee assignments.
- 1992:** CUCSA began presenting its annual reports to the UC Board of Regents.
- 1993:** The CUCSA Chair and Vice Chair participated as the first staff invitees to an All University Long-Range Academic Planning Retreat. In addition they were invited to present issues of concern to the newly formed Academic Planning Council.
- 1999:** A Faculty/Staff Partnership Task Force was formed jointly by the Academic Council and CUCSA and co-chaired by the Chair of the Academic Council and the Chair of CUCSA.

- 2000:** CUCSA welcomed the first delegates from UC Merced.
- 2003:** CUCSA was invited to participate in the Staff Advisory Committee for the Selection of the UC President.
- 2004:** A standing Diversity Committee was formed by CUCSA in response to President Dynes' declaration that diversity was among his highest priorities for the university.
- 2005:** A watershed moment for all UC staff as The Board of Regents voted to approve a recommendation by President Dynes that staff is included at The Regents table as Staff Advisors to The Regents - an initiative that CUCSA had been deeply involved with for more than ten years.
- 2006:** The Board of Regents voted to have a Staff Advisor and a Staff Advisor Designate as permanent members at their table.
- 2007:** Members of CUCSA were called upon to serve on the Staff Advisory Committee to the Regents for the selection of the successor to President Dynes.
- 2009:** CUCSA Chair appointed to serve on President's Task Force on Post Employment Benefits.

The Mission of the Council of University of California Staff Assemblies

As articulated in the bylaws of the Council of University of California Staff Assemblies:

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 and across the University Community on matters of interest to staff employees in accordance with California laws and Regental 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.*

The 2008–09 CUCSA delegation continued to fulfill and extend its mission. This document represents an overview of the work undertaken by CUCSA during the 2008–09 year in support of CUCSA’s mission.

CUCSA: Relationship to Other UC System-Wide Entities

Over the past thirty-five years CUCSA has increasingly been recognized as a primary voice for not only policy-represented staff, CUCSA's core constituency, but also for the interests of all UC staff. CUCSA has taken a leading role on a number of critical system-wide issues including: staff retention; dependent fee waivers; effective communication between senior leadership and UC staff; succession planning and workforce evolution; and workforce diversity. In each of these areas, CUCSA has sought to partner with existing system-wide entities in order to effectively collaborate to create implementable solutions that serve the interests of all parties. Some of the entities with which CUCSA has had effective partnerships include:

Staff Advisor to the Regents

The relationship and roles of CUCSA and the Staff Advisor to the Regents provides a significant benefit to UC staff. The Staff Advisor to the Regents initiative was championed for more than ten years by CUCSA. CUCSA and the local staff assemblies have often served as the training ground for the Staff Advisors to the Regents. In fact, all of the Staff Advisors (David Bell, Dave Miller, Linda Brewer, Bill Johansen, Edward Abeyta, and the newly appointed Juliann Martinez) all previously served on CUCSA or their local staff assemblies.

While the role of Staff Advisor is the highest profile staff advocacy position within the UC system, in order for the Staff Advisors to be maximally effective, it is critical that they have a firm grasp on the system-wide employee perspective on any given issue. CUCSA serves as the vehicle for the broad-based staff feedback and consultation with its already established local assemblies at each campus.

In 2008–09, CUCSA's relationship with UCOP's Office of Human Resources and Benefits (HRB) continued to strengthen and grow even with the continued organizational transitions at UCOP. CUCSA developed relationships for continued growth primarily due to two factors—CUCSA's continued track record of effectively partnering with HRB on a broad range of issues, and the fact that CUCSA's formal sponsor within UCOP was transitioned to Randolph Scott, Executive Director, Human Resources and Benefits, Strategic Planning and Workforce Development.

This year CUCSA collected, summarized, and provided valuable feedback on a variety of issues and topics to UC's senior leadership:

- Salary Reduction/ Furlough Plan Options
- UC Accountability Framework
- Salary Reduction/ Furlough Guidelines

The effective partnership between HRB and CUCSA allows CUCSA delegates to be well-informed regarding not only the specific implementation of a given policy but the considerations behind the adoption of a particular policy. Such insight allows CUCSA delegates, as peer-elected leaders from their home locations, to more effectively work to involve and communicate to staff in ongoing initiatives between UCOP and UC staff.

Academic Senate

At the beginning of the year, CUCSA leadership initiated an introductory meeting with Chair Mary Croughan and Vice Chair Henry Powell. Leadership shared top priorities for the upcoming year for faculty and staff. With the upcoming budget difficulties, we agreed that faculty and staff must continue to advocate together for the importance of market competitive salaries and benefits and the UC could no longer continue to cut resources without dire consequences. Unfortunately, with significant time constraints and limited budgets, CUCSA was limited in our ability to continue to meet regularly with Academic Senate leadership.

However, one of the highest priorities for the 2009-10 delegation will be to work together with the system-wide Academic Senate on issues that impact both staff and faculty. In addition to CUCSA's own work on the educational benefits, the coming year should provide no shortage of such items on which to collaborate, including: faculty and staff welfare, pay reduction/ furlough policies; institutional advocacy; the status of UC Retirement System (UCRS), and the restart of contributions to UC Retirement Plan (UCRP).

Spotlight on Local Assemblies

One of the new priorities this year focused on the issues and needs at each local staff assembly. As CUCSA is made up from delegates from each campus, it is important to understand their campus' similarities and differences. At each of the meeting locations, opportunity was provided to each of the local assemblies to present to CUCSA their most recent successes and challenges.

For example, the UC Santa Cruz Staff Assembly took the opportunity to present their proposal concerning the use of the Staff Recognition and Development Program (SRDP). This proposal is now being reviewed by our Policy and Procedures Work Group and a survey is being sent for more information from the campuses on how they are utilizing these funds.

CUCSA: Year in Review

The 2008–09 year was both challenging and affirming—challenging in that CUCSA was constantly adapting to and responding to the ever-worsening economic crisis; affirming in that, in spite of the unique set of circumstances present during the 2008–09 year, CUCSA delegates remained deeply committed to the organization, building upon the work of previous delegations and continuing to work to fulfill the mission of CUCSA with insight and diligence.

CUCSA also had an unexpected change in leadership this year, with the resignation of the newly elected Chair due to personal reasons. The new CUCSA leadership team did a tremendous job in making certain that CUCSA continued to function effectively. The new leadership spent a significant amount of time in learning and training during the year while actively pursuing the new agenda for the year. This experience has shown the true commitment of the past and current delegates of the CUCSA organization and their ability to pull together during challenging times.

Council Composition

This year’s CUCSA delegation consisted of three executive officers (Chair Lin King, Vice Chair Nancy Horton, and Secretary Beverly Skinner—who also served as the Senior Delegate from UCB), and two delegates from each of the ten campuses, the Office of the President and the Lawrence Berkeley National Laboratory. The twenty-six members of this year’s council collectively possessed more than three hundred years of service to the University of California, and represented a broad-diversity of functions within UC. The complete roster of CUCSA members is as follows:

Lin King

UC Davis (Chair)
Program Manager
R4 Recycling Program

Nancy Johnsen Horton

UC Berkeley (Vice Chair)
Director, Annual Giving, Corporate &
Foundation Relations, College of
Chemistry

Beverly Skinner

UC Berkeley (Secretary)
Director, Academic Personnel for the
College of Engineering

Paul Riofski

UC Berkeley
Manager, UC Berkeley Nanosciences and
Nanoengineering Institute

Jacob Eres

UC Davis Medical Center
Analyst, Health Information Systems

Peter Blando

UC Davis
Business Services Manager, Office of the
Vice Provost

Stephanie-Jean Hinojosa
UC Irvine
FAC Service System Manager for
Facilities Management

Stefano De Santis
Lawrence Berkeley National Laboratory
Staff Scientist, Accelerator and Fusion
Research Division

Kyrie Bass
UC Los Angeles
Marketing and Public Relations Manager,
UCLA Transportation, Communications
Services

Brian Gresham
UC Merced
Assistant Director, Capital Planning &
Space Management

Christopher M. Rivers
UC Office of the President
Communications Specialist, MESA
Program

Sue Anderson
UC Riverside
Education and Development Manager,
Human Resources

Richard Laclair-Zoehrer
UC San Diego
Director, Campus Research Machine Shop

Clair Dunne
UC San Francisco
Residency Program Coordinator,
Department of Otolaryngology

Andrea Denish
UC Irvine
Management Services Officer,
Developmental and Cell Biology

Maryann Villavert
Lawrence Berkeley National Laboratory
Business Manager, Earth Sciences
Division

Maureen Wadleigh
UC Los Angeles
CAO, UCLA Recreation, Department of
Cultural & Recreational Affairs

Gary Lowe
UC Merced
Research Analyst, Institutional Planning
and Analysis

Ravinder Singh
UC Office of the President
Research Analyst, Institutional Research

Veronica Ruiz
UC Riverside
Management Services Officer,
Vice Chancellor Student Affairs

Chuck Morgan
UC San Diego
Assistant Director, Facilities Management
Department

Kathryn Jackson
UC San Francisco
Staff Human Resources Analyst,
Department of Ophthalmology

Kim Summerfield, *UC Santa Barbara*
Student Affairs Manager, Department of
Sociology

Stephanie G. Coghlan
UC Santa Barbara
Associate Administrator, Student Health
Services

Ricki Carr
UC Santa Cruz
Senior Software Analyst, Financial
Information Systems Department

Connie Crocker
UC Santa Cruz
Budget Analyst, McHenry Library

Quarterly Meetings

The primary vehicle through which CUCSA works to accomplish its mission of enhancing communication between senior administration and staff are the quarterly meetings. Being physically present at the various campuses allows for a much greater sense of the unique characteristics and qualities of each location, and how they contribute to the specific set of best practices that each location presents at the formal meetings. The 2008 – 2009 meetings took place at:

- UC Irvine (September 2008)
- UC Santa Cruz (December 2008)
- UC Merced (March 2009)
- UC Berkeley & Lawrence Berkeley National Laboratory (June 2009)

CUCSA's quarterly meetings continued to reveal CUCSA's increasing reputation as a valuable staff partner that brings a collaborative approach to addressing issues of importance to staff and for finding mechanisms whereby staff can continue to make tangible contributions to the mission of the University of California. CUCSA's role as a valued partner was demonstrated by the high-level of engagement the organization had with key members of the University of California, including face-to-face discussions with:

University of California Office of the President:

- Mark Yudof, *President*

The Board of Regents:

- Edward Abeyta, *Staff Advisor to The Regents, Designate*
- Jesse Bernal, *Student Regent, Designate*
- Bill Johansen, *Staff Advisor to The Regents*
- Odessa Johnson, *Regent*
- Leslie Tang Schilling, *Regent*
- D'Artagnan Scorza, *Student Regent*
- Bruce Varner, *Regent*

Chancellors:

- Robert Birgeneau, *Chancellor, UC Berkeley*
- George Blumenthal, *Chancellor, UC Santa Cruz*
- Sung-Mo “Steve” Kang, *Chancellor, UC Merced*

In addition to the aforementioned leaders, CUCSA delegates had the opportunity to directly engage with the following additional guests:

UC Irvine:

- Kirsten Quanbeck, Assistant Executive Vice Chancellor, Director Equal Opportunity & Diversity
- Lynda Brewer, Assistant Director, Capital Planning, Past Staff Advisor to the Regents

UC Santa Cruz:

- Frank Zwart, Executive Vice Chancellor Physical Planning and Construction

UC Merced:

- Mary Miller, Vice Chancellor, Administration
- Andy Coughlan, Manager LEED AP UCOP Sustainability Office
- Thomas Lollini, Associate Vice Chancellor, Physical Planning Design and Construction

UC Berkeley:

- Gibor Basri, Vice Chancellor, Equity and Inclusion
- Steve Lustig, Associate Vice Chancellor, Human Services
- Sidalia Reel, Director, Staff Diversity Initiatives

Lawrence Berkeley National Laboratory:

- Paul Alivisatos, Interim Director
- Vera Potapenko, Director, Human Resources
- Susan Brady, Manager, Center for Science and Engineering Education

The ability to meet face-to-face with such a broad array of key leaders across the UC system has long been one of the core foundations of CUCSA’s organizational success. As will be discussed later in this report, CUCSA has opted to reduce the number of meetings for 2009–10 from four to three in response to the current financial stresses. The value of meeting in person, both in terms of the relationships that are formed and the ability to discuss sensitive matters cannot be underestimated, and it is the leadership and delegates of CUCSA’s hope that this reduction is temporary in nature and that, upon the return of fiscal of stability to the UC system, a full slate of meetings can be resumed at the earliest possible date.

Committees & Work Groups

Strategic Communications Work Group

The CUCSA Strategic Communications Workgroup for 2008-09 continued the CUCSA Communications Workgroup Report in 2007-08. CUCSA offered the University of California Office of the President Internal Communications Unit support in gathering feedback and questions from staff about communication in order to better serve the University's communication efforts.

Working in coordination with the Office of the President Internal Communications Unit, the CUCSA Strategic Communication Workgroup designed a survey that took into consideration many of the subtle strategic nuances that affect the success or failure of communications across the system as well as the basic impacts these daily communications have on staff.

The 2008-09 report addresses message delivery (receipt and distribution) and content design (in terms of effectiveness). Throughout the past year the Strategic Communications Workgroup worked with UCOP Director of Internal Communications, Paul Schwartz, to ensure that the work conducted by CUCSA would be relevant not only to CUCSA, but to Internal Communications as well as the Regents.

The fundamental work product delivered by this year's Strategic Communications Workgroup was a mapping of the communications channels between UCOP and the other UC locations. As a result of this mapping, a key finding was that the method by which communications are distributed at the campus level varies widely based on the preferred campus communications channels and the campus culture. This occurs despite a relatively central path of travel for communications from the Office of the President to the campus locations. CUCSA recommends that Office of the President and the ten campus locations work to formalize and reconcile their communications contact lists to assure clarity and accuracy, as well as to avoid duplication of efforts.

In terms of next steps, the recommendation of the 2008-09 Strategic Communications Workgroup is to continue with the analysis of communications strategy, moving to the next level of recipients, all employees at each of the ten locations and Office of the President. After completing this year's mapping analysis and having a truer sense of the various local communication methods, the 2009-10 workgroup is expected to once again collaborate with Internal Communications to develop a framework to track the receipt and effectiveness of centralized communications. This time the focus will be at the employee level.

Educational Benefits Workgroup

The Educational Benefits Workgroup built upon the work of the white paper issued by the 2007–08 Council of University of California Staff Assemblies (CUCSA) delegation, “*A Review of the Reduced Fee Enrollment Policy: Resolving Contradictions and Redefining the Program for the 21st Century*” and the Retention Work Group with a section that recommended the expansion of the current reduced fee enrollment policy to include dependent fee waiver.

The conclusion reached in the previous work was that over the last several decades, in the absence of clear administrative direction, the University of California’s (UC) existing Reduced Fee Enrollment Program (RFEP) benefit has lost both utility and efficacy as the lack of clarity regarding the current RFEP benefit has the potential to result in significant benefit variance across locations. Further research revealed that many other educational institutions not only had these programs but also provided similar opportunities to their dependents.

The primary focus of this paper was to provide a substantive analysis of current data in order to clearly ascertain the current state of educational benefits provided to university employees, both within and outside the UC system. This paper focused on the following three educational benefits:

- **Implementation of the current UC RFEP benefit**
CUCSA analyzed this item via direct, survey-based, examination of local policies for implementation of the UC’s current RFEP benefit.
- **Potential provision of an Expanded Reduced Fee Enrollment Program (ERFEP) that provides RFEP equivalent benefits to the spouses, partners and dependents of UC employees**
CUCSA analyzed this item via comprehensive analysis of peer institutions that offer RFEP equivalent benefits to spouses, partners and dependents.
- **Potential provision of a tuition reimbursement program for UC employees to supplement and enhance existing RFEP benefits**
CUCSA analyzed this item via comprehensive analysis of peer institutions that offer tuition reimbursement benefits for university employees.

In each of these areas, CUCSA has provided summary analysis of the current benefit state, as well as substantive recommendations focused on improving educational benefit access and consistency for UC employees.

In broad terms, the research conducted by this workgroup confirmed that administration of the current RFEP benefit does indeed vary significantly across locations, resulting in substantial differences in the provision of RFEP benefits by location.

Furthermore, the existing RFEP benefits offered by UC are of a much narrower scope than the majority of comparable institutions—including the California State University system. An examination of RFEP equivalent benefits offered by three sets of comparable institutions demonstrated that UC continues to lag significantly behind not only the CSU system, in terms of the scope of RFEP equivalent benefits, but also the majority of peer institutions that UC uses as the basis for a wide range of comparisons.

In order to close the gap between UC and its peer institutions, in terms of educational benefits provided to its faculty and staff, CUCSA recommends the following actions:

- Update the current RFEP guidelines to provide clear administrative direction to all campuses, medical centers, the lab and the Office of the President in order to increase accessibility to, and standardize implementation of, the existing RFEP benefit.
- Form a system-wide task force composed of faculty, staff and administration, to begin the development and implementation framework for an expansion of RFEP benefits to spouses, partners and dependents.
- Explore the creation of a tuition reimbursement program to allow UC faculty and staff to pursue educational opportunities not offered at UC locations within their geographic region.

Policies and Procedures Workgroup

The Policies and Procedures Workgroup is a standing CUCSA committee, convened annually to examine CUCSA's policies with a focus on improving efficiency, increasing productivity, and enhancing internal communications.

An ongoing charge for the Policies and Procedures group is the analysis of regularly-recurring operational items including: the CUCSA operating budget; delegate travel expenditures; and the archival of previous and current CUCSA documents.

Additionally the group is responsible for updating CUCSA-related materials such as: the Staff Assembly Profiles; Frequently Asked Questions worksheet; Travel Guidelines; the CUCSA History Timeline; proposing recommendations for the by-laws, and updates to the working procedures document.

The group also took on new initiatives such as the creation, distribution and analysis of a survey to determine the usage of SRDP funds at campus locations; the modification of organizational overview documentation, previously-created by the Strategic Communications Workgroup in order to make it congruent with the Strategic Plan; and the creation of a standardized biographical information packet containing relevant information on the current year's CUCSA delegation, to be given to guest speakers.

Internal Communications Workgroup

The Internal Communications Workgroup complements the Policies and Procedures Workgroup in working to make certain that CUCSA's internal communications efforts are as efficient as possible. One of the standing responsibilities of Internal Communications is oversight and maintenance of the CUCSA website, hosted by Office of the President. This year, Internal Communications oversaw a redesign of the CUCSA website in order to more effectively deliver information to CUCSA's constituents. Another ongoing area of focus for the Internal Communications group is the digitization project of past CUCSA work products, in order that those documents are available online and can be searched as full texts.

One of the successes of this year's Internal Communications group was the redesign of the CUCSA logo, in order to create a more modern look. This would provide consistent branding for CUCSA's communications both internal and external.

This year, Internal Communications began to explore the use of online tools in order to more effectively communicate and collaborate. Social networking platforms, such as Facebook, as well as web-based productivity tools, such as Google Docs, were evaluated as extensions of existing tool sets. It is anticipated that, for the upcoming 2009-10 year, the Internal Communications group will become increasingly focused on how CUCSA can effectively leverage online collaboration tools in order to offset the loss of one meeting during the 2009-10 year.

Response to the Fiscal Crisis

In order to be responsive to the current fiscal crisis, CUCSA made the decision to cancel one of the annual face-to-face meetings, holding only three formal meeting dates for the 2009–10 year. The decision to drop one meeting from the schedule was one of the most difficult decisions CUCSA has made in recent years.

As previously-noted, the value of meeting face-to-face, particularly given the high-level discussions that take place at nearly every CUCSA meeting, cannot be underestimated. One of the strengths of CUCSA is its diversity. Also being physically present in one location allows CUCSA delegates to garner a greater appreciation for the diversity of staff and the diversity of programmatic initiatives that take place on campuses and within various units. It is in these settings that CUCSA delegates are able to collaboratively work through the best practices that are taking place across the system, and discuss how such programs might be replicated at their home campuses—or even on a system-wide basis.

It is important to note that the cancellation of the meeting for the 2009–10 year was not the only, nor most immediate, cost savings measure that CUCSA undertook this year. Local staff assemblies were asked by CUCSA leadership to help fund all or a portion of the expenses for the

senior delegates. Some local assemblies agreed to not only provide funding assistance for their senior delegates but also helped fund meals and refreshments.

Response from the individual delegates was tremendous as well. At every meeting this year, CUCSA host delegates were encouraged to seek creative ways to keep costs down. CUCSA was able to drop per meeting cost by nearly 15% through a variety of solutions ranging from the simple (increasing the number of delegates traveling via carpool), to the high-tech (increased leveraging of online resources to keep materials costs down), to substantial volunteer dedication (volunteering to drive van pools at 6:00 a.m. versus renting busses, resulting in a savings of nearly \$1,000). In addition to these cost savings, CUCSA held its first-ever fund-raising event, in which CUCSA delegates and alumni held a silent auction to support the organization.

While CUCSA seeks to be a leader in the rapid adoption of cost savings measures during this difficult time, when UC's budget begins to improve, the Council is clearly looking forward to bringing back a full slate of annual meetings at the earliest possible opportunity.

CUCSA: A View Toward the Future

With each passing year, CUCSA's organizational profile continues to increase, and CUCSA continues to form new and effective relationships with strategic partners. In order for continued organizational success, it will be critical that CUCSA receives the requisite support to sustain the organization in the midst of the current financial hardships being experienced system-wide. Financial support is indeed vital. However, it is not the only support that the Council needs. This support reflects the recognition of the outstanding work completed by previous CUCSA delegations and the explicit endorsement of the value of the organization and the ongoing need for a healthy, active system-wide body to provide broad-based staff feedback on critical issues.

It is important then, that CUCSA continues to be an indispensable forum for articulating staff concerns and issues on a system wide basis. CUCSA is one component of the University community where staff members can express shared opinions through a system wide organization, like the University of California Student Association (UCSA) and the Academic Senate.

The recent discussion around pay reductions and/or furloughs demonstrates what a critical role CUCSA can play in the discussion of key policy decisions affecting UC employees. As a result of CUCSA's provision of a feedback mechanism, staff has overwhelmingly expressed their appreciation for the consideration of staff input on this high-priority issue. It has been particularly important to staff that they can provide feedback via a channel that is staff initiated, staff collected and staff delivered.

Given the number of critical issues that will need to be addressed in the coming years, it is more important than ever that CUCSA continue to take a leadership role in bringing together policy

covered staff perspective in order that UC's senior leadership can work toward solutions that incorporate feedback from all UC constituencies – faculty, staff and students. While difficult decisions will need to be made in the next few years, CUCSA looks forward to continuing its relationship as a valued partner and key collaborator on the broad range of issues affecting staff.

2009 – 2010 Leadership Transition

At the final meeting of the 2008-09 delegation, held at UC Berkeley, annual elections were held in accordance with the CUCSA bylaws for the positions of Chair Elect and Secretary for the 2009-10 year.

The new CUCSA executive officers will be:

- Chair:** Lin King, *UC Davis*
Chair-Elect: Brian Gresham, *UC Merced*
Secretary: Sue Anderson, *UC Riverside*

To ensure a successful transition in leadership teams, the incoming and outgoing executive officers will be holding for the first time a one-day leadership retreat. The focus of this planning meeting will not only be internal knowledge transfer but also to create a framework for the 2009-10 delegation that will allow for an acceleration of the workgroup formation and work flow processes in order to adapt to the lost meeting session during the 2009-10 year.

Acknowledgements

This report would not be complete without acknowledging the support and work of others whose contributions made it possible.

This year CUCSA was fortunate to have the complete participation and guidance of our sponsor, Randy Scott, Executive Director, Strategic Planning and Workforce Development, Human Resources and Benefits, Office of the President. Randy attended our CUCSA meetings, facilitated meetings between CUCSA leadership and key individuals at the Office of the President and provided yearlong guidance and support.

In addition, CUCSA enjoyed the full attention and support of Bill Johansen and Ed Abeyta, the Staff Advisor and Staff Advisor Designate to the Regents. Bill and Ed also attended our meetings and delivered information on topics that are important to the Regents and advised the delegation on ways to effectively communicate our concerns to the Regents.

At the beginning of the CUCSA year, D'Artagnan Scorza and Jesse Bernal, Student Regent and Student Regent Designate, were meaningful and inspirational as they helped set the tone for our meetings. Several Regents also took time from their busy schedules to meet with us, including Bruce Varner, Odessa Johnson and Leslie Tang Schilling.

At our last meeting in June, it was particularly meaningful to welcome President Mark G. Yudof at our meeting held jointly at UC Berkeley and the Lawrence Berkeley National Laboratory. At each campus, the Chancellors at each campus and the Interim Director at the Lawrence Berkeley National Laboratory welcomed us.

The 2008-2009 CUCSA year started with an unexpected and last minute change in leadership with the resignation of the Chair. With significant challenges for the organization, Nancy Horton and Beverly Skinner rose to the challenge to join the leadership team and successfully transitioned the organization.

We express our sincere appreciation to the supervisors and support staff that recognize the professional job development CUCSA brings to the delegates and leaders. Involvement in CUCSA takes a great deal of time as most of us juggle our CUCSA duties while continuing to maintain our full-time jobs. Their generosity is a strong indication of their support of CUCSA's mission.

Finally, I thank the families who have supported us as we spent time away from home for meetings and for their understanding on the late nights and weekends spent working on CUCSA projects. CUCSA is an amazing organization which ultimately supports the University of California goal of making quality higher education accessible to all. The significant support of those mentioned here make CUCSA's contributions possible.