

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

2012 – 2013 Annual Report



Steve Garber, CUCSA Chair

CUCSA 2012 – 2013 Annual Report

Table of Contents

CUCSA: History & Mission	2
A Brief History of the Council of University of California Staff Assemblies	2
The Mission of the Council of University of California Staff Assemblies	4
CUCSA: Relationship to Other UC System-Wide Entities	5
Staff Advisor to the Regents	5
Senior Leadership at Office of the President.....	5
Academic Senate	6
CUCSA: Year in Review	7
Council Composition.....	7
Spotlight on Career Counseling	9
Quarterly Meetings.....	9
Committees & Work Groups.....	12
<i>Compensation Education Work Group</i>	12
<i>Health and Welfare Benefits Work Group</i>	13
<i>Supervisor Training Workgroup</i>	13
<i>Internal Operations Workgroup</i>	14
2013 – 2014 Leadership Transition.....	16
Acknowledgements	16

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.

- 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.
- 2010:** CUCSA Leadership invited to meet quarterly with UC President Yudof; CUCSA Chair-Elect appointed to the Commission on the Future of UC Funding Strategies Working Group; UCFW and CUCSA initiates work group to explore educational benefits for dependents; UCOP initiates review of educational benefits for employees and dependents.
- 2011:** CUCSA Chair invited to serve on Campus Climate Study Team.
- 2012:** CUCSA Chair invited to serve on search committee for new UC Provost.
- 2013:** CUCSA was invited to participate in the Staff Advisory Committee for the Selection of the UC President.

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 2012–13 CUCSA delegation continued to fulfill and extend its mission. This document represents an overview of the work undertaken by CUCSA during the 2012–13 year in support of CUCSA’s mission.

CUCSA: Relationship to Other UC System-Wide Entities

Over the past 35 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 tuition fee waivers; effective communication between senior leadership and UC staff; succession planning and workforce evolution; performance management; 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. CUCSA and the local staff assemblies have often served as the training ground for the Staff Advisors to the Regents. In fact, the majority of Staff Advisors (David Bell, Dave Miller, Linda Brewer, Bill Johansen, Edward Abeyta, Juliann Martinez, Kathy Barton and Donna Coyne) 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. This year, the CUCSA leadership team met with the Staff Advisor to the Regents and Designate during Regents meetings and some of CUCSA's quarterly meetings.

Senior Leadership at Office of the President

In 2012–13, CUCSA's relationship with UCOP continued to strengthen and grow. CUCSA leadership was invited to meet with President Yudof on a quarterly basis. The relationship with UCOP Human Resources continued to develop through meetings with Nathan Brostrom, Executive Vice President for Business Operations, Dwaine Duckett, Vice President for Human Resources and Joseph Epperson, Systemwide Employee Relations Director.

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

- UC Staff Engagement Survey
- Salary Actions for Non-Represented Staff
- Educational Benefits for Staff
- Performance Review Compliance
- Career Counseling
- Presidential Search

- Retiree Health Benefits
- Accommodations for Nursing Mothers

The effective partnership between HR 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

CUCSA Leadership met this year with Chair Robert Powell and Vice Chair William Jacobson. Leadership shared top priorities for the upcoming year for faculty and staff, and agreed that areas of interest to both faculty and staff are merit increases for non-represented staff, changes in health and welfare benefits, and educational benefits for employees and their dependents.

CUCSA: Year in Review

Council Composition

This year's CUCSA delegation consisted of three executive officers (Chair Steve Garber, Chair-Elect Kenneth Feer, and Secretary Annette Garcia), 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 close to 300 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:

Steven Garber

(Chair)

UC Berkeley

Administrative Manager

Educational Technology Services

Kenneth Feer

(Chair-Elect)

UC Office of the President

Senior Policy Analyst

Universitywide Academic Senate

Annette Garcia

(Secretary)

UC Merced

Director of Administrative Operations

Division of Student Affairs

Greg Ryan

UC Berkeley

Ergonomics Specialist

University Health Services

Maty Corral-Avila

UC Berkeley

Senior Talent Acquisition Consultant

Human Resources

J.P. Eres

UC Davis

Manager, Patient Support

Patient Support & Volunteer Services

Rob Kerner

UC Davis Medical Center

IT Manager

Department of Plant Sciences

Jason Valdry

UC Irvine

Director of Technology

Claire Trevor School of the Arts

Stephanie Fix

UC Irvine

Program Promotions Manager

UC Irvine Extension

Elizabeth Bautista

Lawrence Berkeley National Laboratory

Computer Systems Engineer

Computing Sciences Division

Ellen Ford

Lawrence Berkeley National Laboratory

Chief Operating Officer

Joint BioEnergy Institute

Tanya Williams
UC Los Angeles
Revenue Manager
Conference Services

Cindy Cordova
UC Los Angeles
Assistant to Jonathan R. Hiatt, M.D.
David Geffen School of Medicine

Rachael Martin
UC Merced
Coordinator
Graduate Student Services

Katie Unruh
UC Merced
Associate Director for Administration
Division of Administration

Jeannie Urban
UC Office of the President
Principal Analyst
Human Resources

Gemma Rieser
UC Office of the President
BRC Analyst
Business Resource Center

Tim Willette
UC Riverside
Policy Analyst & Information Officer
Finance & Business Operations

Robert Wolfer
UC Riverside
Information Technology Manager
School of Education

Lawana Richmond
UC San Diego
Business Analyst
BFS Mail Services

Leeann M. Dolbeck
UC San Diego
Business Operations Manager
Office for the Prevention of Harassment &
Discrimination

Kathryn Jackson
UC San Francisco
Graduate Program Coordinator
Department of Anthropology, History and
Social Medicine

Greta Carl-Halle
UC Santa Barbara
Student Affairs Manager
Computer Science Department

Kori Soltz
UC Santa Barbara
Administrative Office Manager
Housing & Residential Services

John Steele
UC Santa Cruz
Programmer Analyst
Information Technology Services

Michael J. Luttrell
UC Santa Cruz
Student Supervisor/Conference
Conference Services

Spotlight on Career Counseling

This year, CUCSA continued to offer a formal individual professional development program to its delegates. Serving on the CUCSA delegation provides many opportunities to gain vital leadership skills that contribute not only to the effectiveness of the CUCSA organization but to the department the delegates serve at their home locations. The professional development programs was created by conducting a thorough analysis of the responsibilities of a CUCSA delegate and, from the analysis, four meta-competency areas were identified with 15 related skill dimensions. The four meta-competency areas are communication, problem-solving, performance management, and leadership/influence.

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. The 2012 – 2013 meetings took place at:

- UC Los Angeles (September 2012)
- UC Davis (December 2012)
- UC Santa Barbara (March 2013)
- UC Office of the President (June 2013)

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*
- Aimee Dorr, *Provost*
- Robert Powell, *Academic Senate Chair*
- Nathan Brostrom, *Executive Vice President*
- Daniel Dooley, *Senior Vice President for External Relations*
- Dwaine Duckett, *Vice President Human Resources*
- Charles Robinson, *General Counsel and Vice President – Legal Affairs*
- Lynn Tierney, *Associate Vice President for Communications*
- Peter Taylor, *Chief Financial Officer*
- Dennis Larsen, *Executive Director of Compensation Program & Strategy*
- Cathy O’Sullivan, *Director, Working Smarter Project*
- Donna Salvo, *Director, Staff Development and Diversity*

The Board of Regents:

- Kevin Smith, *Staff Advisor to The Regents*
- Kathy Barton, *Staff Advisor Designate to The Regents*
- Russell Gould, *Regent*
- Jonathan Stein, *Student Regent*

Chancellors:

- Linda Katehi, *Chancellor, UC Davis*
- Henry Yang, *Chancellor, UC Santa Barbara*

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

UC Los Angeles:

- A. Eugene Washington, *Vice Chancellor of UCLA Health Sciences and Dean*
- Lubbe Levin, *Associate Vice Chancellor, Human Resources*
- Kate Daby-Horpedahl, *Advocacy Constituencies Coordinator*

UC Davis:

- Ralph Hexter, *Provost and Executive Vice Chancellor*
- Vincent Johnson, *Chief Operating Officer, Medical Center*
- Stephen Chilcott, *Executive Director, Human Resources*
- Thomas Nesbitt, *Associate Vice Chancellor for Strategic Technologies and Alliances*
- Charles Bamforth, *Professor of Malting and Brewing Sciences*

UC Santa Barbara:

- Michael Young, *Vice Chancellor of Student Affairs*
- Willie Brown, *Executive Director of Housing and Residential Services*
- Don Lubach, *Assistant Dean, Office of Dean of Students*

UC Office of the President:

- John Fox, *Executive Director, Local Human Resources*
- Anthony Lo, *Project Director, Payroll Personnel System Initiative*

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. The value of meeting in person, both in terms of the relationships that are formed and the ability to discuss sensitive matters cannot be understated.

Delegate Feedback

This year we decided to start surveying our delegates after each quarterly meeting to provide them with an opportunity to share critical and anonymous feedback regarding CUCSA quarterly meetings. Delegates provide some feedback at the meetings, but we found that the feedback did not provide us with enough information that would allow us to make significant improvements to CUCSA or to the meetings. As a result, the group implemented the anonymous post-meeting feedback survey. Most of the delegation responded to the surveys – 65% for December, 53% for March and 54% for June. Overall, delegates agree that the CUCSA quarterly meeting communications, logistics, agenda and speakers were well planned and organized. In addition, all delegates felt more equipped to address system wide and local issues, as well as to research workgroup topics after each meeting. Over 97% of responses indicated the quarterly meetings were excellent or very good.

Both surveys indicated mixed results for the CUCSA business portion of the agenda and for the importance of the Individual Development Plan. Although this was previously expressed by the delegation, the results of the surveys did not indicate its importance to the delegates. The usefulness of the feedback survey was comprehensive in its scope and goals and leadership was able to implement changes for subsequent quarterly meetings.

Delegates were asked on the June survey about their overall experience and how they had grown as leaders. Below are some of the comments we received from delegates:

- This year, CUCSA leadership approached the delegation as a collaborative resource and as partners serving the greater good. Time was given and processes improved based upon feedback and more time was allocated to hearing from the delegates,
- I'm much more informed about systemwide issues that I can take back to my local assembly to discuss.
- It has been an excellent networking, professional development and networking experience.
- CUCSA has allowed me to advance my decision making, presentation and teamwork skills in order to become a better leader at my local campus.
- It has helped me to recognize more layers to the bigger picture and it has provided a forum to communicate bi-directionally about concerns and issues that we have been facing at a system-wide and a campus level.
- It has enabled me to think more strategically about how issues broadly impact the system and my campus.
- I have gained confidence in my ability to articulate issues to others.

Committees & Work Groups

Compensation Education Work Group

Compensation policies and practices are critical in the recruitment, retention and motivation of UC staff. How employees understand, perceive and utilize these practices varies, as does how managers understand, perceive and utilize these practices in making salary decisions. Such inconsistency may be a detriment to staff and in the overall success of an organization and UC as an employer. It is critical that the University of California clearly communicate with and train staff on compensation-related issues as it strives to be an employer of choice, to attract new talent and to retain and motivate current employees. Thus, a perceived lack of transparency, lack of equity in pay, and seemingly inconsistent practices concerns many.

The purpose of the CUCSA Employee Compensation Education workgroup was to investigate compensation information and resources available to unrepresented staff and to see if there is a need for expanded education. A needs assessment was completed to identify staff members' current knowledge of basic compensation terms and procedures. Information available to UC staff through the compensation websites was compared with external institutions. Best practices were investigated internally and externally to identify the optimal delivery method for compensation information and education.

The staff needs assessment clearly identified a lack of basic knowledge and a desire for improved compensation education. Basic compensation definitions were sought, and the findings suggested staff did not know where to locate compensation information. The UC websites were inconsistent in formatting, and in providing information and resources. The websites were generally hard to navigate and comprehend due to the specific vernacular used. Many had very useful information, but none were comprehensive.

The workgroup was able to extrapolate best practice criteria from the UC and external websites. The strategy for implementing compensation education is to provide basic information to all staff and have CUCSA continue to work with UC leadership to identify best practices for compensation related training and continued education.

The major suggestions for UC compensation education are:

- Create a "Comp 101" tool for each of the UC locations with standardized information;
- Provide a list of definitions of most frequently used compensation terms to staff;
- List classification information, pay scales, and labor market analysis criteria;
- Make common forms available online and provide compensation process information on the UCOP website so that local HR websites can link to it;
- Create a FAQ document that is relevant, clear and concise for each campus; and
- List contact information for each unit's compensation consultant.

Health and Welfare Benefits Work Group

In response to UC management discussions about possible changes to health and welfare benefits offered to UC staff, CUCSA decided to take a proactive approach in order to be prepared to respond on behalf of staff when the discussions escalated to the decision-making level. In the meantime, systemwide Human Resources has moved forward with the process of sending out RFPs and reviewing responses to make changes to benefits for 2014. In CUCSA meetings, we were assured this will be an iterative and ongoing process. So, while immediate changes to health and welfare benefits have begun, there are still long-term opportunities for staff engagement in the process of identifying solutions that will meet budgetary constraints with the best possible outcome for staff.

The Health and Welfare Benefits Workgroup report summarizes the current state of employee involvement in the determination of health and welfare benefits and explores the difficulty of educating employees regarding potential alternative options such as cafeteria plans and self-insurance. To facilitate such education and dialogue, a review of the post-employment benefits decision-making process and the approach to staff engagement was reviewed. The following best practices for engaging staff when decisions with this level of impact are being made were identified:

- Provide clear communication, perhaps through town halls and webinars, regarding changes to the 2014 health plans and what employees need to know in order to make informed decisions;
- Engage with staff to evaluate their satisfaction with the 2014 changes and explore possible changes for 2015 and beyond;
- Conduct surveys to determine what employees value in benefit plans; and
- When rolling out major changes that impact employees in such a fundamental manner, as a best practice, follow the model of engagement used in 2009 with staff before Post-Employment Benefit changes were implemented.

Supervisor Training Workgroup

The University of California has long relied on its staff for operational excellence in order to fulfill its mission. The staff at UC are dedicated employees and, as such, the organization needs to recognize the importance of supervision as an integral part of the success of the individual employee, the unit the employee works in, and the University as a whole. The ability to properly supervise staff is a critical component of that success. Properly trained supervisors will help us achieve that goal.

The 2012-2013 CUCSA Supervisor Training workgroup focused on different areas that involve supervision. The workgroup sought to analyze the supervisor training programs that each UC operates. In doing so many different programs were identified which may or may not cultivate excellent supervisors. There were a few programs identified as mandatory. Second, advanced supervisor training was also examined and it was found that there are a few system wide programs, as well as a few local programs, but overall there does not seem to be a well-organized

effort to advance our staff to the next level of their career. However, changes are that will both improve the work environment of the staff, as well as the job satisfaction of the supervisor. These changes can create a work atmosphere of mutual respect and lead to an improvement in staff morale.

After reviewing information from UC institutions, as well as training offerings at comparable public and private institutions, CUCSA suggests that the following changes to supervisor training programs are made:

- Consider mandatory supervisor training for all new-to-role supervisors, including faculty that supervise staff;
- Provide supervisors who are also functional employees with reasonable time to fulfill their supervisory responsibilities in addition to their day-to-day workload;
- Consider mandatory continuing education courses for experienced supervisors;
- Develop a coordinated advanced managerial training program to assist current staff who wish to move into future management and leadership roles at UC; and
- Ensure at the system level that each UC is adequately funding training to meet these minimum standards.

These changes will significantly affect the workplace in a positive way. Well-trained and engaged supervisors will not only improve staff in their own unit, but will be able to attract new staff that will make UC more effective in teaching and research. Better training means better staff and better satisfied stakeholders.

Internal Operations Workgroup

The Internal Operations Workgroup focused on improving communication among delegates and between delegates and campus leadership, in addition to clarifying leadership roles and responsibilities. In terms of gathering and disseminating information, the group created two surveys: one to determine how local staff assemblies engage their staff and raise concerns at their campus or at the system-wide level, and the other to provide delegates an additional opportunity to share critical and anonymous feedback regarding CUCSA quarterly meetings. Both processes appear to have had immediate value. The delegate survey provided information that can be acted upon at the following quarterly meeting. The campus survey provided diverse information from which all of the locations can learn and that they may implement locally.

As a new initiative, the workgroup wanted to implement best practices for advocating for CUCSA. With many years of successful accomplishments including work on the post-employment benefits, CUCSA should be a “household name” on the campuses. The group investigated CUCSA’s web presence on all the campus websites and found that all sites can use some improvement. The group also proposed guidelines for CUCSA advocacy. Again, delegates can implement these guidelines at their home campuses.

With SharePoint as the primary portal for electronic information sharing, its inadequate documentation made it problematic for workgroups to utilize. In addition, without guidance on directory structure, documents tended to be uploaded into random locations. As a result, the group created documentation to improve how to best use this tool for delegate collaboration.

When the workgroup convened, two reports had not been completed by the previous CUCSA chairs. This situation led to the examination of the current bylaws to ensure that they are still relevant today. As a result, the group proposed several amendments including assigning the Chair additional duties as the Immediate Past Chair and adding duties to the Secretary, such as working with an Electronic Communications Officer, to ensure all reports are completed and posted. To bring the reports up to date, the group worked with Chair Garber to complete all past reports.

2013 – 2014 Leadership Transition

At the final meeting of the 2012-13 delegation, held at UC Office of the President, annual elections were held in accordance with the CUCSA bylaws for the positions of Chair Elect and Secretary for the 2013-14 year.

The new CUCSA executive officers will be:

- Chair:** Kenneth Feer, *UCOP*
Chair-Elect: Rob Kerner, *UC Davis*
Secretary: Elizabeth Bautista, *Lawrence Berkeley National Laboratory*

To ensure a successful transition in leadership teams, the incoming and outgoing executive officers held a one-day leadership retreat. The focus of this planning meeting was not only internal knowledge transfer but also to create a framework for the 2013-14 delegation that will allow for an acceleration of the workgroup formation and work flow processes.

Acknowledgements

The accomplishments achieved this year by CUCSA would not have been possible without the support and work of others whose contributions made it possible. CUCSA would like to appreciate and acknowledge the superb support provided by President Mark Yudof and Executive Vice President Nathan Brostrom. In order to better connect with staff, both leaders continued regular meetings with CUCSA leadership. This year under the leadership of Vice President of Human Resources Dwaine Duckett, CUCSA was fortunate to have a sponsor assigned to focus entirely on UC Employee Relations. Director of Employee Relations Joseph Epperson attended our CUCSA quarterly meetings and provided guidance and support to CUCSA leadership and our delegates.

In addition, CUCSA benefited from the attention and support of Staff Advisor to the Regents Kevin Smith and Staff Advisor Designate to the Regents Kathy Barton. Kevin and Kathy attended many of the CUCSA 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. CUCSA leadership worked very closely and in rhythm with the Staff Advisors to the Regents around many issues affecting staff.

CUCSA would not have been able to accomplish so much without the valuable contributions of Chair Elect Ken Feer, Secretary Annette Garcia, and the extremely dedicated delegates.

Lastly, CUCSA expresses our sincere appreciation to the supervisors, support staff, and families who have supported us through these challenging times. CUCSA continues to be an amazing organization committed to serve UC's goals of research and providing Californians accessibility to quality higher education. The significant support of those mentioned here make CUCSA's contributions possible.