



2011-12

Internal Operations
Workgroup Report

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EXECUTIVE SUMMARY

The 2011-12 Internal Operations (IO) Workgroup developed a long list of potential projects aimed at updating processes and improving the organizational efficiency and effectiveness of CUCSA. Two themes emerged: communication and procedural improvements.

In terms of communication, the projects identified primarily addressed communication outside of the CUCSA delegation. This includes communication between delegates and local staff assembly officers, between CUCSA and its alumni, and between CUCSA and the larger UC community.

The IO Workgroup ultimately undertook four projects to improve communication:

- **Cross Staff Assembly Position Lists:** to offer opportunities for officers in staff assemblies across campuses to communicate and collaborate;
- **CUCSA Alumni Network:** to engage past CUCSA delegates and provide opportunities for continued participation;
- **Press Releases:** to increase awareness of the issues with which CUCSA is involved and its accomplishments; and
- **Facebook Fan Page:** to offer additional avenues of staff to engage with CUCSA and provide a platform for general information sharing.

The procedural projects were aimed at improving the way CUCSA conducts business. Projects in this area focused on clarifying procedures and internally sharing information more effectively.

The four projects that came to fruition regarding procedural improvements were:

- **Elections Process Revision:** updated and formalized the process for electing CUCSA officers;
- **CUCSA History:** updated the timeline and highlights on the CUCSA website;
- **SharePoint Online Archives:** established a new SharePoint site for CUCSA and began to populate the site with historical and functional information; and
- **Junior Delegate Information Packet and Orientation:** Updated the junior delegate information sheet and created a new orientation PowerPoint to be utilized with new junior delegates prior to the first meeting of the year.

In addition to the specific projects that were undertaken, the workgroup made several recommendations on the future structure of the Internal Operations Workgroup. The most significant proposed change overall is to establish certain on-going roles to ensure continuity of certain critical functions of the organization. The proposed on-going roles are: chair, alumni network manager, cross staff assembly list manager, website/SharePoint manager and communications manager.

Finally, there were a number of projects that had been identified as areas for attention or improvement, but were not actually undertaken in the 2011-12 year. These projects should be considered for action by the 2012-13 workgroup:

Communication:

- Further development of the Alumni Network;
- Establishment of mechanisms for sharing best practices across campus staff assemblies; and
- Plan and convene a Staff Assembly Summit.

Procedures:

- Review and revision of CUCSA bylaws;
- Identification of a formal protocol for discussion of issues and voting; and
- Development of a consistent process for collecting feedback from the campuses.

In summary, the Internal Operations Workgroup perceives a need to develop and adhere to consistent procedures that can be sustained from year to year as the membership of the organization changes.

CURRENT YEAR PROJECTS

Communication

I. Cross Staff Assembly Position Lists

The Internal Operations Workgroup investigated the options for establishing a Cross Staff Assembly Listserv with the goal of providing the local assemblies with a gateway for communication and information sharing. The desired outcome is to enhance the communication across the local staff assemblies, as well as communication between CUCSA and the local staff assemblies. Over the past year, the Internal Operations Workgroup collected data on the staff assemblies officers and chairs, created a position list in Excel, established a process of maintaining and distributing the list information, and determined the storage location for the data. The IO Workgroup ultimately decided to utilize an Excel spreadsheet that could be stored in SharePoint and shared with local assemblies. Establishing an actual listserv was not pursued for the primary reason that listservs would require members to subscribe and it was viewed as a potential deterrent to its usage.

After analyzing the array of common positions across all campuses, the Internal Operations committee created nine position categories as shown below:

- Awards & Recognition
- Career & Professional Development
- Communication
- Events
- Executive
- Finance
- Fundraising
- Liaison & Outreach
- Secretary

The use of categories will allow officers or chairs in each local Staff Assembly to specifically target their counterparts at other campuses, if needed, so that the information is specific to their role.

Recommendation

The Internal Operations Workgroup recommends the following process for maintenance and use of the Cross Staff Assembly List:

- The Cross Staff Assembly Lists Manager (a member of the Internal Operations Workgroup) maintains an Excel distribution list;

- Each quarter, the Cross Staff Assembly Lists Manager will send an email to all CUCSA Junior Delegates and ask for updates to positions if there were local changes in leadership;
- Once updates are received, the Lists Manager updates the Excel distribution list;
- After updating the list, the Lists Manager uploads it onto SharePoint and the location/link is shared with all CUCSA Junior Delegates;
- Junior Delegates are asked to then send the list to the local staff assemblies with an expectation that the information will be used for Staff Assemblies purposes only;
- Reports of inappropriate use can be sent to the Internal Operations Workgroup chair and appropriate follow-up will occur.

While the distribution list and related procedures have been established, it has not been fully launched or utilized yet by local staff assemblies. This new resource needs to be promoted more vigorously at the local level to ensure that local groups are aware of this option for information gathering and sharing. Future Internal Operations Workgroup may also consider whether or not there is a viable way to establish an actual listserv that would not require heavy maintenance or monitoring.

II. CUCSA Alumni Network

The Internal Operations Workgroup identified keeping CUCSA alumni connected as a priority area for action in the 2011-12 year. The workgroup decided to start with the development of an alumni list by having each delegate circulate a spreadsheet on their campus and update the information on past delegates including all of the following information fields:

- Delegate Name
- Campus during CUCSA Service
- Years of Service on CUCSA
- E-mail Address
- Phone number
- Current Campus
- Current Title, Department
- Workgroup Participation and/or Officer Role

The primary purpose of the alumni group would be to allow past CUCSA delegates a way to stay connected and an opportunity to be involved. One simple way to keep alumni connected is to include them in the distribution of the CUCSA press releases. This was done in 2011-12. Another idea that is being piloted in June 2012 is to invite alumni to a group dinner at one of the quarterly meetings to allow for a more informal opportunity to network. In the future, the alumni group

could also serve as an important resource for collecting staff feedback and opinion on UC systemwide issues. This is an area that requires further development.

Recommendation

The Internal Operations Workgroup recommends that one member of the IO Workgroup be assigned to the role of Alumni Network Manager. This person will be the primary point of contact with the Alumni Network Chair, who is a member of the alumni group.

The responsibilities of the Alumni Network Manager (a current delegate and IO Workgroup member) would be as follows:

- Annually send out communication to all past CUCSA delegates to send in information/updates to the list of alumni;
- As information comes back from the campuses, consolidate the information and update the master list;
- Ensure that the list is uploaded to SharePoint and accessible to the Alumni Network Chair;
- Serve as the primary point of contact between the Alumni Network Chair, the Internal Operations Workgroup Chair and the CUCSA Officers, specifically the Secretary.

The responsibilities of the Alumni Network Chair (a member of the alumni group) would be as follows:

- Throughout the year, send out all correspondence to the alumni list as needed regarding events or other communication needs;
- Work closely with the CUCSA leadership team to strategically plan activities and events that are appropriate for the CUCSA alumni group.

III.Press Releases

The CUCSA website has a page dedicated to past CUCSA press releases with updates and summaries from the quarterly CUCSA meetings. This webpage was out-of-date and has since been brought current through January 2012. In general, it is important to keep the website information current and updated or else to assess systematically what does or does not need to be kept on the website.

Recommendation

The Internal Operations Workgroup recommends that press releases be utilized for more than just communicating what transpired at each of the quarterly meetings. There is substantial discussion of and advocacy on issues that affect staff occurring throughout the year outside of the regular quarterly meetings. Periodic press releases on these other non-meeting issues would allow CUCSA to better promote the work it does on a wider variety of important staff issues.

IV. Facebook Fan Page

The Facebook fan page was created to bring the CUCSA presence forward in social media. The page is simple in structure. We need to be careful about the content of the page. Restrictions for such a page and sponsorship were vetted with Office of the President. As long as the page remains within proper guidelines, it should serve as a good relay point for past and present CUCSA delegates to alert each other of current and upcoming CUCSA activities. The Facebook fan page can be found at the following link: <http://www.facebook.com/cucsa>

The Internal Operations Committee reviewed and created guidelines for internal and external use of the Facebook page. These guidelines can be found on the SharePoint site and in [Appendix A](#) of this report.

Recommendation

The Facebook fan page should be maintained by the proposed Communications Manager (a member of the Internal Operations Workgroup). Guidelines should be reviewed periodically and updated based on actual usage of the page.

Procedures

I. Elections Process Revision

After reviewing the CUCSA elections process, the Internal Operations Workgroup proposed and implemented the following changes:

- Candidate statements will be emailed to the delegation at least two weeks prior to the June CUCSA meeting. Statements will also be printed and placed in welcome packets by the host campus of the June meeting.
- On the first day of the June meeting, candidates will make a five-minute speech (with the other candidates out of the room) related to the position(s) for which they are running. Each speech will be followed by a three-minute question-and-answer session per candidate.
- After the speeches, candidates will have the next two days to discuss their platform with the delegation to clarify and identify additional important issues.
- On the final day of the June meeting elections will occur. Prior to voting, there will be a ten-minute panel discussion with candidates to answer final questions from the delegation.
- A standard closed ballot election will then take place with a simple majority electing the Chair-Elect and Secretary of CUCSA.

These protocols and a complete description of the CUCSA elections process can be found in the Elections Coordinator information packet and in [Appendix B](#).

Recommendation

The committee requested feedback from the delegation about the 2012 election. Based on the feedback the committee is recommending that CUCSA continue with this new process. The suggested changes are to increase the panel discussions to thirty minutes for Chair-Elect and fifteen minutes for Secretary and structure responses to limit exceedingly long answers from candidates.

These elections procedures should be periodically reviewed to verify whether or not they continue to meet the organization's needs.

II. CUCSA History

The CUCSA website contains both an abbreviated timeline and a narrative history of the organization that had not been updated in several years. Using the past chair reports and annual workgroup reports, which are also posted to the website, IO updated both the abbreviated timeline and the narrative history bringing it current through 2010-11. However, since we rely on UCOP staff to update the website, we send items in batches and there are sometimes delays for updates to get posted.

Recommendation

The CUCSA history webpage needs to be updated annually by the website manager on the IO Workgroup. In the future it might be worthwhile to explore additional options for the website maintenance role in order to allow for more timely updates and greater day-to-day control.

III. SharePoint Online Archives

The Internal Operations Workgroup identified a strong need for centralized and on-going access to shared documents for both current use and historical reference. SharePoint is an online document management system where users can post documents in a shared reviewable and collaborative manner. The process is effective in that it helps manage version control. SharePoint also has the added advantage of allowing members to reach critical CUCSA documents from any campus or location. The SharePoint solution is currently being supported and maintained by Office of the President. That sponsorship and infrastructure makes SharePoint an attractive solution in terms of cost and ramp-up time.

Hank Moreira administers the system out of Office of the President. Mr. Moreira was kind enough to set up initial accounts and to do a conference call training and orientation with the IO

Workgroup. We had a more direct link added to the navigations system so the CUCSA section is easier to find.

Recommendation

The IO Workgroup needs to continue to develop the SharePoint document sharing/storage solution in close collaboration with the CUCSA Secretary. There is still a need to upload and organize historical documents to this site so that they will be accessible to future CUCSA officers and delegates.

IV. Junior Delegate Info Packet/Orientation

The revision of the junior delegate information sheet was intended to make some procedures more current to evolving CUCSA procedures. It was also intended to be a more informative document for potential future delegates in that they may gather a more definitive idea of what is expected of them should they apply or fill in for an absentee delegate.

The IO group collectively evaluated the existing junior sheet in comparison to their current CUCSA experiences. Editions and revisions were reviewed for consistency of experience and validity. Suggested changes were vetted by the IO group and the leadership team and then implemented into the document. The revised junior delegation information sheet is included in [Appendix C](#).

In addition to the updated Junior Sheet, the IO Workgroup also created a CUCSA orientation PowerPoint presentation. The PowerPoint can be used as a tool to help orient new and potential CUCSA delegates. This presentation can also be used to help visiting guests quickly understand what CUCSA does and how we are organized.

Recommendation

Even though the junior delegate information sheet is posted to the website, new delegates should receive the information packet close to the beginning of the membership year, ideally in July. Plans are also in place to use the PowerPoint presentation to host a conference call for orientation of new delegates prior to the first quarterly meeting of the year in September.

STRUCTURE OF INTERNAL OPERATIONS WORKGROUP

Recommendation

Due to the fact that the Internal Operations committee is a unique and permanent committee of CUCSA, the committee has made suggestions for a structure that will allow for project managers within the committee. Each member of Internal Operations will have an assigned project in addition to annual initiatives:

- Internal Operations Chair – The IO Chair will be appointed by CUCSA leadership and will be responsible for setting the direction and annual initiatives of the committee. The chair will also be the point of contact for CUCSA leadership and will manage the work of the committee members.
- Alumni Network Manager – The Alumni Network Manager will serve as the point of contact for the Alumni Network Chair. This person will also keep the alumni database up-to-date as changes are submitted.
- Cross Staff Assembly Lists Manager – The List Manager will be responsible for gathering quarterly updates on members of the local staff assembly executive boards. The contact information gathered will be entered into the database and distributed to delegates for dissemination at the local level.
- Website/SharePoint Manager – The Website/SharePoint Manager will be responsible for maintaining all online content for CUCSA. This person will update the CUCSA website with relevant information and work with CUCSA leadership and committee chairs to utilize the SharePoint site effectively throughout the year.
- Communications Manager – The Communications Manager will be the point of contact for the CUCSA Secretary on communications to constituents through press releases and social media presence.

As the priorities for CUCSA shift, the Internal Operations committee may change and new project manager roles may arise. These project manager positions are suggestions for future committees and have been successful over the past year for the current committee.

FUTURE PROJECTS

The Internal Operations Workgroup developed an ambitious list of projects at the beginning of the 2011-12 year, but they were ultimately not able to accomplish all of the projects originally envisioned. The workgroup suggests that these projects listed below be considered for future action or are projects that require further development.

Communication

I. CUCSA Alumni Network

Developing the Alumni Network and the basic structure for it was a significant step in reaching out to and engaging with the alumni of CUCSA, but in order to maximize the impact of their engagement, this network needs to be further developed. Specifically, CUCSA leadership needs to further define the most appropriate and the most strategic way to interface with and activate this group.

II. Best Practice Sharing Across Campus Staff Assemblies

One area of need that was identified by the Internal Operations Workgroup is an improvement in the opportunities for sharing best practices across Staff Assemblies via the CUCSA delegates from each campus. There is currently some opportunity for sharing during brief campus updates, but the ability to delve deeper and share or explore ideas is limited. Future IO Workgroups could examine this need further and recommend potential solutions.

III. Staff Assembly Summit

One idea that is widely supported by CUCSA delegates is convening a Staff Assembly Summit. This is perhaps an expansion on the previously mentioned project of best practice sharing, but it could also be much more. A summit of this sort could be both an opportunity for campuses to highlight some of their most successful practices for possible borrowing or duplication on other campuses, but it could also be an opportunity for professional development of delegates as leaders of their local staff assemblies. Most staff assemblies have many similar programs and initiatives, as well as similar officer roles and structure. Organizing some sort of summit could provide a way for CUCSA to concretely give back to local assemblies.

Procedures

I. Bylaws and CUCSA Operations revisions

The bylaws of CUCSA have not been reviewed or revised in over four years. This is an area that should be periodically examined for updating and improvement as the organization changes. For example, several changes to procedures were established this past year by the Internal Operations Workgroup, such as elections process revisions, and the processes should be compared with the bylaws to ensure consistency and accuracy. Other new or revised protocol should be added to the bylaws as needed.

II. Internal Voting/Discussion Procedures

There is an on-going need for CUCSA to discuss current issues and developments and to arrive at some sort of consensus of opinion for formal feedback. These types of discussions and the formation of formal group feedback have occurred in different formats on different occasions. The organization would benefit from the development of some consistent procedures and protocol regarding discussing, voting and the formation and submission of formal feedback. Developing such protocol could be a project for the incoming or future Internal Operations Workgroup.

III. Process for collecting feedback from campuses

While at times feedback is solicited and collected from the CUCSA delegates, at other times and with regard to more global issues of greater potential impact, there is a need to cast a wider net and collect feedback from the staff at large across the campuses. Again, this collection of feedback has occurred in different ways on different issues. This often depends on the turnaround time that is available for the collection process. Past CUCSA leadership has expressed a need to develop more formal and consistent protocol. For example, when campus input is desired, is it sufficient to simply poll the delegates? And should delegates answer based on their own perception of their campus' staff opinion? Or should there be a process or mechanism for CUCSA to contact campuses more directly? Another factor to consider would be the potential role of the CUCSA alumni. The development of the Alumni Network opens up that additional opportunity. This issue could be explored for possible future recommendations or procedural changes.

CONCLUSION

The 2011-2012 Internal Operations workgroup has focused their energies above and beyond the internal communication role within CUCSA. We have addressed the communication needs across local assemblies, as well as reaching out to the past CUCSA alumni. In addition, this workgroup identified specific procedures that needed to be strengthened in order to be more efficient and effective as an organization. Both communication and procedures are two critical components that ensure the successful continuity of CUCSA. Here is a list of accomplishments of the Internal Operations Workgroup for the 2011-2012 year:

Communication

- Cross Staff Assembly position lists
- CUCSA Alumni Network
- Press releases for campuses about CUCSA business
- Facebook Fan Page

Procedures

- Elections process revision
- CUCSA history
- SharePoint online archives
- Junior delegate info packet/orientation

The Internal Operations workgroup is an essential part of CUCSA delegation continuity and, therefore, it is a standing workgroup for CUCSA. We recommend that the following projects be considered for inclusion in the scope of work for the 2012-13 Internal Operations Workgroup:

Communication

- Alumni connections
- Best practice sharing across campus Staff Assemblies
- Staff Assembly Summit

Procedures

- Bylaws and CUCSA Operations revisions
- Voting/Discussion Procedures
- Process for collecting feedback from campuses

APPENDIX A

CUCSA Facebook Posting Guidelines

The CUCSA Facebook fan page has been established to provide a medium for CUCSA to provide non-sensitive information to UC staff in a fun and light-hearted manner:

The following are appropriate posting topics from CUCSA delegation members:

- Pictures and other media from CUCSA meetings and events
- Updates on CUCSA meeting happenings
- Speaker biographies for CUCSA meeting presenters
- Links to publicly available CUCSA reports and press releases located on the CUCSA website
- Questions and polls on CUCSA topics (Leadership only)

The following are inappropriate posting topics from CUCSA delegation members:

- Information on discussions at CUCSA meetings
- Information on sensitive UC policy and procedure changes
- Personal thoughts, impressions, feelings on UC system issues
- Internal CUCSA business
- Incomplete workgroup reports and data
- Data sets used for CUCSA business

The CUCSA Facebook fan page will also be a way for staff across the UC system to engage and ask questions of the CUCSA leadership. In addition, local staff assemblies will be able to post pictures and information about events and activities on local campuses. The following are guidelines for speech that will be removed from the CUCSA Facebook fan page, and these policies will be posted on the CUCSA Facebook fan page:

- Profane, defamatory, offensive or violent language
- “Trolling”, or posting deliberately disruptive statements meant to hijack comment threads or throw discussions off-track
- Attacks on groups or comments meant to harass, threaten or abuse an individual
- Hateful or discriminatory comments regarding race, ethnicity, religion, gender, disability, sexual orientation or political beliefs
- Links or comments containing sexually explicit content material
- Discussion of illegal activity
- Commercial solicitations or promotion of a competitor
- Violations of copyright or intellectual property rights
- Content that relates to confidential or proprietary business information

- Content determined to be inappropriate, in poor taste, or otherwise contrary to the purposes of the forum
- Promoting competing products, services, or brands
- Personal promotion

APPENDIX B

CUCSA Elections Process

- The CUCSA Elections Coordinator (EC) is appointed annually by the Chair.
- The EC solicits nominations from the delegation and from the CUCSA alumni listserv by e-mail. Initial message states timeline and deadlines.
- As nominations are received, the EC:
 - Contacts each nominee, via email, asking if s/he would accept nomination.
 - If yes, sends an email asking for candidate's statement by due date.
 - If no, sends an email to the nominator letting that delegate know the nominee declined.
 - Self-nominations are accepted and will negate the need for aforementioned confirmation email.
- The EC is then responsible for the following:
 - Following close of nomination period, sends emails to all delegates and CUCSA alumni stating the nomination period is closed.
 - Requests candidate's statement from candidates; send reminders two weeks and one week before deadline if not received.
 - Compiles candidate's statements into document and forwards by deadline to CUCSA delegates.
 - Asks Chair-Elect candidates if they will consider running for Secretary in the event of non-election.
 - Prepares paper ballot by office and candidate and brings to June meeting.
- June Meeting Election Procedures
 - Wednesday afternoon
 - Delegates receive candidate statement packet in meeting documents
 - Candidates for each position make speeches with the other candidates out of the room (5min)
 - Questions (3min per candidate)
 - Wednesday night through Friday morning
 - Candidate campaign time
 - Time for delegation to discuss plans with potential candidates and ask additional questions
 - Friday afternoon
 - Elections

- Chair-Elect
 - Panel of questions (10min)
 - Collect and tally votes (CUCSA Chair and coordinator)
 - Announce winner
- Secretary
 - Panel of questions (10min)
 - Collect and tally votes (CUCSA Chair and coordinator)
 - Announce winner
- Majority vote wins. If 3 or more people run for a position and no majority is reached in first vote, the person with the lowest number of votes is eliminated. The vote is then repeated.

APPENDIX C

Junior Delegate Information Sheet

Council of University of California Staff Assemblies

Interested in being a CUCSA Junior Delegate?

Serving as a delegate to the Council of University of California Staff Assemblies (CUCSA) can be a rewarding and exciting experience!

In support of the mission of the University of California, the purpose of the Council of UC Staff Assemblies (CUCSA) is to maintain and enhance communication within the University Community on matters of interest to staff employees in accordance with California laws and Regent policy. CUCSA is easily described as the UC-wide version of your local campus staff assembly. The council meets once at the beginning of each quarter at rotating campuses.

Comprised of a junior and senior delegate from each campus, including the Lawrence Berkeley National Laboratory (LBNL) and the Office of the President (UCOP), CUCSA has twenty-four delegates and three officers: Chair, Chair-Elect and Secretary. Each delegate serves a two-year term. First as junior, then as the mentoring senior. Officers are elected from within each year with the Chair-Elect being a two-year commitment. The Secretary serves only one year. Officer elections occur at the June quarterly meeting.

Below are general delegate responsibilities (taken from the CUCSA bylaws) along with the meeting schedule.

Each participating UC location will send two delegates to participate on CUCSA. Each UC location shall name its delegates by June 1. The term of office shall be two (2) years – the first year as junior delegate and the second year as the senior delegate. Each year will commence on July 1st.

Locations should send delegates that demonstrate the following attributes:

- Possess a broad knowledge and understanding of the University of California system.
- Understand concerns and issues faced by staff.
- Ability to consider and speak to issues from various perspectives.
- Commitment to attend and participate in quarterly CUCSA meetings and committees.
- Be a non-represented employee of their UC location.

The duties of all delegates shall include:

- Attend all official functions scheduled as part of CUCSA quarterly meetings.

- Serve as liaison between CUCSA and the local staff assemblies including preparation of quarterly reports from the locations to CUCSA and reports on CUCSA meetings and activities to the locations.
- Actively participate in CUCSA meetings by engaging with speakers and topical discussions.
- Actively participate on one workgroup (time commitment will vary by topic and initiative, but typically includes monthly conference calls and break-out time at each quarterly meeting where issues are addressed and moved forward).

Quarterly Meeting Information:

- Meetings occur the first full Wednesday through Friday of September, December, March, and June
- All delegates are expected to be in attendance and ready to work from 12:00 p.m. on Wednesday until 3:00 p.m. on Friday.
- Late arrivals and early Friday departures are generally discouraged and require special approval from the CUCSA Chair. Please make all travel arrangements with this in mind.
- Meeting attendance costs are reimbursed by either their local assembly (junior delegate) or UCOP (senior delegate). Some campuses may provide travel advances to eliminate any out-of-pocket expenses.
- At all times delegates are expected to exhibit decorum and professionalism; maintain a respectful dialogue with delegates and guests; and foster a community of collegiality.
- All delegates are expected to dress professionally for CUCSA business meetings. A reference for dress codes can be found here: <http://www.greatestlook.com/dresscode3.html>
- Business attire is preferred.
- The meeting decorum of the CUCSA meetings should be as follows:
 - Question asking etiquette
 - Questions are never asked while guests are speaking at CUCSA meetings. If you have a question, signal the moderator who will put your name on the list for questions following the presentation.
 - Introduction etiquette
 - Name, CUCSA position, campus, job title, years of UC service and other UC affiliations (eg, alumnus of UC campus).
 - Name tags and location placards will be provided and should be displayed at all CUCSA functions.

Additional Information:

- Senior delegates will orient junior delegates on current issues and CUCSA working procedures.
- Seniors should make sure that their incoming juniors are properly oriented and arrive in proper attire, are punctual, display decorum and use the standard CUCSA introduction

protocol.

- Junior delegates will familiarize themselves with the CUCSA reports of previous years. You can find reports by clicking here: http://www.ucop.edu/cucsa/workgroup_reports.html
- CUCSA will work with the UC Office of the President to send a letter to each delegate's supervisor and Chancellor in August of each year outlining the importance of their participation at the meetings, as well as their committee work, and the need for release time.
- Please go to <http://www.ucop.edu/cucsa/documents/2011-13-meeting-schedule.pdf> for the current meeting schedule.
- For additional information please consult your campus CUCSA junior or senior delegates or visit the CUCSA website at <http://www.ucop.edu/cucsa/delegation.html>.