

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

2010 – 2011 Annual Report



Brian Gresham, CUCSA Chair

CUCSA 2010 – 2011 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.
- 2010:** CUCSA Leadership invited to meet quarterly with UC President Yudof; CUCSA Chair participated in UC Advocacy Day; 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.

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 2010–11 CUCSA delegation continued to fulfill and extend its mission. This document represents an overview of the work undertaken by CUCSA during the 2010–11 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, the majority of Staff Advisors (David Bell, Dave Miller, Linda Brewer, Bill Johansen, Edward Abeyta, and 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.

Senior Leadership at Office of the President

In 2010–11, CUCSA's relationship with UCOP continues to strengthen and grow even with the continued organizational transitions at UCOP. 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 Dwaine Duckett, Vice President Human Resources and CUCSA's new formal sponsor, Howard Pripas, Employee Relations Director.

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

- Post-Employment Benefits
- Employee Initiated Reduction in Time Program

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 continued to meet with the Academic Senate this year: Chair Daniel Simmons and Vice Chair Robert Anderson. Leadership shared top priorities for the upcoming year for faculty and staff, and agreed that areas of interest to both faculty and staff are workforce development and educational benefits.

However, one of the highest priorities for the 2010-11 delegation will be to work together with the systemwide Academic Senate on issues that impact both staff and faculty. The coming year should provide no shortage of items on which to collaborate, including: faculty and staff welfare, institutional advocacy, and the status of UC Retirement System (UCRS).

CUCSA: Year in Review

Council Composition

This year's CUCSA delegation consisted of three executive officers (Chair Brian Gresham, Chair-Elect Ravinder Singh, and Secretary Kathy Jackson), and two delegates from each of the ten campuses, the Office of the President and the Lawrence Berkeley National Laboratory. The twenty-seven 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:

Brian Gresham

UC Merced (Chair)

Assistant Director, Capital Planning &
Space Management

Ravinder Singh

(Chair-Elect)

UC Office of the President
Research Analyst, Institutional Research

Kathy Jackson

UCSF (Secretary)

Academic Personnel Analyst
Obstetrics, Gynecology & R.S.

Steven Garber

UC Berkeley

Business Services Director, Office of the
Chancellor

Donna Seaward

UC Berkeley

Lead Faculty Assistant
Haas School of Business

Jasu Prasad

UC Davis Medical Center

Food Services Supervisor II

Peter Blando

UC Davis

Communications Resources, Business Services
Manager

Jan Serrantino, Ed.D.

UC Irvine

Director, Disability Services Center

Patricia Collette

UC Irvine

Department Administrator
Electrical Engineering & Computer Science

Victor Chan

Lawrence Berkeley National Laboratory
Principal Accountant, Life Sciences
Division

Elizabeth Bautista

Lawrence Berkeley National Laboratory
Computer Systems Engineer, Computing Sciences
Division

Gerard Au

UC Los Angeles

Director, Information Technology/CIO

Brandie Henderson

UC Los Angeles

Computer Support Coordinator, Department of English

Erin Webb

UC Merced

Assistant Registrar, Office of the Registrar

Annette Garcia

UC Merced

Director of Administrative Operations
Division of Student Affairs

Andrea Gerstenberger, Sc.D.

UC Office of the President

Director, Health Sciences Planning and Programs

Ken Feer

UC Office of the President

Senior Policy Analyst
Universitywide Academic Senate

Scott Silverman, Ed.D.

UC Riverside

Coordinator, Orientation Programs,
Student Life

Steve Lerrer

UC Riverside

Director for Undergraduate Residential and Dining Programs

Alonso Noble

UC San Diego

Assistant Superintendent
Facilities Mgmt./ Landscape Svcs.

David Wargo

UC San Diego

Facilities Manager
Computer Science Engineering

Kimberly Bissell

UC San Francisco

Graduate Program Analyst
Anthropology, History & Social Med

Kollette Masey

UC San Francisco

Accreditation & Edu Dev Manager

Julie Luera,

UC Santa Barbara

Budget and Financial Analyst, College of Engineering

Martha Olsen,

UC Santa Barbara

Office Vice Chancellor Student Affairs

Claudia Parrish

UC Santa Cruz

Program Coordinator, Services for Transfer and Re-entry Students

Ebony Lewis

UC Santa Cruz

Associate Director, Admissions

Spotlight on Professional Development

CUCSA continued its professional development work with the delegates by having each delegate complete an Individual Development Plan. 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 on their home campuses. 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 fifteen related skill dimensions. The four meta-competency areas are communication, problem-solving, performance management, and leadership/influence.

CUCSA delegates created individual development plans (IDPs) that targeted at least two of the skill dimensions for development throughout the year. The IDPs were forwarded to the CUCSA Chair for monitoring and then delegate activities were evaluated at the end of the year to verify that the learning activities had been completed. A review of the completed IDP's revealed that delegates chose to develop skills from all four meta-competency areas with the majority coming from the areas of communication and leadership/influence. The specific skill areas targeted by the majority of the delegates were oral communication and organizational awareness. Based on the success of this pilot program, and to demonstrate commitment to leadership development at all levels, CUCSA plans to make this program an ongoing activity.

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 2010 – 2011 meetings took place at:

- UCOP (September 2010)
- UC San Francisco (December 2010)
- UC Riverside (March 2011)
- UC San Diego (June 2011)

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*
- Nathan Brostrom, *Executive Vice President*
- Kathleen Dettman, *Director, Institutional Research*
- Dwaine Duckett, *Vice President Human Resources*
- Joseph Epperson, *Executive Director Employee Relations*
- Patrick Lenz, *Vice President, Budget Office*
- Randolph Scott, *Executive Director, Human Resources*
- Dan Simmons, *Academic Senate Chair*
- Eleanor Skarakis, *Director Workforce Planning*
- Matthew St. Clair, *Sustainability Manager*
- Peter Taylor, *Chief Financial Officer*

The Board of Regents:

- Bruce Varner, *Regent*
- Penelope Herbert, *Staff Advisor to The Regents*
- Juliann Martinez, *Staff Advisor to The Regents*
- Jesse Cheng, *Student Regent*
- Alfredo Mireles, *Student Regent Designate*

Chancellors:

- Susan Hellman, *Chancellor, UCSF*
- Timothy White, *Chancellor, UCR*

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

UCSF:

- Patsy Kennedy, Linda Klink & Katy Liddell, *UCSF Staff Development Training*
- Michael Adams, *Director AAEO&D*

UC Riverside:

- Ronald O. Loveridge, *Mayor, City of Riverside and Professor of Political Science*
- Dallas Rabenstein, *Interim Executive Vice Chancellor*
- Peter Hayashida, *Vice Chancellor, University Advancement*
- Marilyn Voce, *Assistant Vice Chancellor, Human Resources*

UC San Diego:

- Steve Relyea, *Vice Chancellor*

- Tom Leet, *Assistant Vice Chancellor Human Resources*
- Byron Washom, *Director of Strategic Energy Initiatives*

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, and CUCSA is eager to restore a full slate of meetings at the earliest possible date.

Committees & Work Groups

Administrative Efficiencies Workgroup

In reviewing a series of historical and current efforts intended to deliver administrative efficiencies and cost savings, the Council of University of California Staff Assemblies (CUCSA) Workgroup on Administrative Efficiencies determined that significant staff engagement and a focus on efficiencies rather than cost savings leads to greater, more sustainable success at achieving cost savings without impacting quality of service. Furthermore, the investigation indicates an opportunity for a stronger role for the Office of the President (UCOP) to coordinate various efforts, creating additional opportunities and/or a faster transition.

The report presents seven cases of administrative efficiency efforts along with an analysis from CUCSA's Administrative Efficiencies Workgroup. It also presents information derived from interviews with UCOP administrators leading the "Working Smarter" program. The analysis indicates that staff engagement, UCOP serving as liaison and coordinator, and a greater focus on efficiency rather than cost are the three elements that would lead to greater success in administrative efficiency efforts. This report outlines recommendations to leverage these elements.

Ultimately, the goal of administrative efficiency efforts is to achieve cost reductions while maintaining or improving the quality of services provided. The case studies indicate that improved efficiencies result in cost savings. Also, UC staff members present a unique perspective as both the users and owners of existing administrative functions and as the ones who have been and will continue to be asked to implement efficiencies. Their unique perspectives and experiences are reflected in the cases reviewed.

Demographics Workgroup

The Demographics Workgroup was tasked to review extant staff data and UC surveys, and then to develop a UC staff profile based on these data. They set out to learn what data currently exists on UC staff, how it is packaged, and what additional data might be useful in our analysis. Rather than compile our own staff profile, however, the 2010-11 Workgroup decided first to appraise information already available within UC studies, to compare this to similar institutions, to determine what information is missing, and to set goals for further analysis. As we do not have the capability to manipulate data or glean new data through surveys, we can only make suggestions on how the data can be restructured and new data to be included.

UC needs more comprehensive staff workforce data, probably involving direct surveys. Also, UC should revise staff workforce presentations to include more normative data. UC needs a clearer picture of staff demographics to better determine staff recruitment and retention needs as

the university evolves. The Demographics Workgroup report can be used to gain a better understanding of the current staff demographic profile, and how it has changed over a period of 10 years, to better determine those needs.

Internal Operations Workgroup

The Internal Operations Workgroup (IO) focuses on the record keeping, accounting, and administrative duties for CUCSA. Those duties include reviewing and updating the following items:

- Maintaining and Developing the CUCSA Website
- Delegate Resources
- Hosting Manual
- Bylaws
- History Timeline
- Location Profile Survey

In addition to the record keeping, the workgroup was asked to establish a policy for conducting surveys system-wide and within the delegation. A survey was created to collect procedural policies of the local Staff Assemblies, and was used as a test of procedures.

UPDATES TO EXISTING MATERIALS:

- Hosting Manual: The manual was updated to prove to be helpful in the transition and orientation of future delegates and to each Campus how to Host in future
- Delegate Resources updated
- Quarterly Meeting Schedule was updated
- By-Laws Revision: While a written guideline for the election process was established in 2008- 2009 by this workgroup, the procedure for electing an Elections Chair was not established nor added to the By-laws. This was reviewed at the March meeting at UC Davis. It was determined that nominations would be heard at the third meeting of the year and a vote to take place immediately following the nomination. The By-laws were updated to reflect this policy change.

NEW INITIATIVES:

- Staff Hosting Survey: Throughout the years we have discovered the many differences in the structure, funding, and initiatives of the local staff assemblies. Survey was sent to all the Senior Delegates of all the campus. This data was used for both CUCSA planning and budgeting, as well as for each campus in reviewing and possibly expanding their current

practices. The survey was completed in February and was presented on our quarterly meeting in March

- Workgroup Reports Editorial Guidelines: Our workgroup was asked to put together a policy and procedure and to form a Work Group for Editing our Work Group. This policy and procedure document was added to the CUCSA By-laws and website.
- CUCSA Leadership Award: The Council of University of California Staff Assemblies named the Award “Outstanding senior Leadership Award”. Nomination Form was created by the Chair and the criteria for the Award was based on the following five Categories: Support of Staff, Inclusion of Staff, Communication with Staff, Commitment to Equity, Diversity, and Community, Support of local Staff Assembly and Support of CUCSA

Talent Management & Succession Workgroup

Talent management and succession planning are critical factors in maintaining, or perhaps regaining, the University of California’s competitive edge as a career destination. As the University has experienced numerous budget cuts and the departure of talent – and more importantly, as it faces a predicted severe labor shortage by 2017 due to the exodus of retirement age staff, continued below market compensation, and other factors – the subject of talent management and succession planning moves to a critical level of urgency.

The Council of UC Staff Assemblies (CUCSA) recognized the need to study the topics of staff development, talent management and succession planning since the late 1990’s. Since then, CUCSA’s leadership has asked CUCSA workgroups to craft a number of studies and white papers on these topics. In September 2010, CUCSA members formed a Talent Management and Succession Planning workgroup (TMWG), which reviewed previous documents; sought out current best practices; identified current barriers to implementing effective talent management and succession planning practices within the UC system; and explored the role CUCSA could play in improving talent management and succession planning within UC. In doing this, the workgroup interviewed the Chief Human Resource Officers from each campuses and the Lawrence Berkeley National Lab, and participated in discussions with key UC leadership.

Key barriers to progress identified by the Workgroup include:

- Insufficient resources for developing tools and programs, or planning long-term for staff development;
- Insufficient clarity and urgency of purpose from systemwide and campus leadership –talent management and succession planning have not appeared to be a priority;

- Longstanding culture, within UC and academia in general, have led to an emphasis on outside searches to fill open positions; and
- Supervisor attitudes regarding staff development (e.g., seeing it as a perk for selected staff rather than an essential supervisory responsibility).

The University of California is the second largest employer in the state. As demographic trends manifest themselves, and recruitment and retention challenges increase in a more competitive labor market, CUCSA is concerned that the quality and mission capability of the UC system could be compromised if these key staff issues are neglected. In this report, the CUCSA Talent Management and Succession Planning Workgroup provides a series of concrete suggestions that could make UC a “career destination”. The Workgroup suggests that hiring and salary policies, and payroll and job classifications, be more consistently applied across the UC system; that career pathways are developed systemwide; and that the performance review process is used to incent supervisors to engage in talent management and succession planning; and that certain services are shared systemwide. CUCSA looks forward to partnering with OP and campus leaders to advance these issues in the coming year.

CUCSA: A View Toward the Future

As CUCSA moves into the 2011-2012 year, the following areas have been identified as ongoing high-priority concerns:

- Policy-covered Staff Compensation & Benefits. CUCSA leadership has expressed its concerns to senior leadership at Office of the President that policy-covered staff compensation has not kept pace with peer groups either within or beyond the UC system. CUCSA believes it is imperative to retain UC's high-value staff and stands ready to support Office of the President in their efforts to ensure all staff are fairly compensated.
- Educational Benefits Equity for University Employees. CUCSA continues to raise the issue of benefits equity for UC employees, noting the massive gap between educational benefits offered to employees of the California State University System and those offered to employees of the UC system. As the cost of UC education continues to rise, addressing this inequity will be critical to ensuring UC continues to attract the best and brightest employees.
- Foster a Culture Committed to Talent Management. For more than a decade, UC has issued multiple white papers on the importance of talent management yet, to date, few substantial initiatives to seriously address talent management and succession planning at UC have been implemented. However, based on ongoing conversations with Dwaine Duckett (*Vice President, Human Resources*) and Randy Scott (*Executive Director, Talent Management and Staff Development*) CUCSA is encouraged that real progress might yet be made on this critical matter.

While the challenges before UC are substantial, CUCSA remains optimistic that, through continued collaboration and commitment to excellence, the University of California will endure as a beacon of excellence in higher education and we look forward to addressing these, and other issues as they arise, in the years ahead.

2011– 2012 Leadership Transition

At the final meeting of the 2010 - 2011 delegation, held at UC Santa Barbara, annual elections were held in accordance with the CUCSA bylaws for the positions of Chair Elect and Secretary for the 2011-12 year.

The new CUCSA executive officers will be:

Chair: Ravinder Singh, *UCOP*
Chair-Elect: Steve Garber, *UC Berkeley*
Secretary: Gerard Au, *UCLA*

To ensure a successful transition in leadership teams, the incoming and outgoing executive officers will be holding 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 2010-11 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 quarterly 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 Howard Pripas attended our CUCSA quarterly meetings and provided guidance and support to CUCSA leadership and our delegates.

In addition, CUCSA fully benefited from the attention and support of Staff Advisor to the Regents Juliann Martinez and Staff Advisor Designate to the Regents Penelope Herbert. Juliann and Penny also attended all 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 Post-Employment Benefits issues. Important staff issues such as Educational Benefits, UC advocacy and the accessibility to the Regents required the need for active and constant communications and coordination.

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 to serve the University of California's goals of research and providing Californians accessibility to quality higher education. The significant support of those mentioned here make CUCSA's contributions possible.