

CUCSA Quarterly Meeting Summer 2016

June 1-3, 2016

UC Office of the President

Wednesday, June 1, 2016

CUCSA Business

- Host Instructions
 - Michelle Chen UCLA new delegate
 - ANR has formed a staff assembly and in talks with how to become a part of CUCSA
 - Janna's Birthday!
 - Elections
 - New Question: What you would like to improve in CUCSA and how would you go about it

- New Delegates
 - Have a conversation with the new delegates and make sure they know what is expected of them and their responsibility

- ABOG Conference in April
 - Engaging staff and leaders
 - Staff Assembly, CUCSA and Staff Advisors
 - How to become a leader through these avenues
 - How do we get people involved
 - Well Received
 - Had not considered the professional development aspect in being involved in local assemblies and opportunities to get involved in the campus and help people get professional development

- System wide Committees
 - LGBTQ = Have not met (Janna)
 - Working on implementation form the previous year's report and hope to meet in the Fall
 - Veterans (Billiekai, Robert W)
 - Have been meeting
 - Collaborative meetings
 - Develop report and initiatives for vets
 - Very motivated
 - UCOP had been educating themselves and last meeting were participating and becoming more engaged

- Report hopefully will come soon??
- Anti-Bullying Workgroup (Rejeana, John S, Janna)
 - Conference Call with Rachel Nava this Friday
 - Review policies and procedures at each campus in order to define a policy/statement from the President
 - Define a person on each campus (ombudsman)
 - Statement will not cover faculty, but faculty are reviewing their policy
 - Ombuds at UCOP is a local HR issue
 - Best Practices are about to come out a Berkeley
 - Large process with a lot of people
 - Dwaine Duckett “role of CUCSA has been evolving and changing” people are wanting the input from CUCSA, but more time is needed from people. Give feedback to the people leading the initiatives.
 - Roles on working groups and committees used to fall on CUCSA leadership now more people are on committees and different committees
- Sexual Violence and Sexual Assault (Adrianna)
 - Staff workgroup
 - Just started, first meeting 2 weeks ago
 - Information gathering phase
 - Bulk of work should be done by end of June
 - Sent out a matrix to each location for staff to Labor relations to work with Title IX to fill out forms about policy and information gathering on incidents
 - One for represented and non-represented staff
 - Started in May scheduled to complete work at end of June
 - Task force is on year three (first started with students now moving on to faculty and staff)

Heather Pineda (Senior Consultant, HR-Benefits Programs and Strategy, UCOP)

- Disability Program Update
 - Background
 - Met with stakeholder groups in past few months and obtained feedback
 - UC Types of Disability
 - UC Paid short term Basics STD

- Voluntary employee paid short and long term
- Only employees with full benefits are eligible
- Supplemental short and long are bundled together
- Faculty and Staff Personnel policies provide paid sick leave
- UC cannot be in CA SDI
 - UC employees are not included in the definition of the state employees eligible for CA SDI
 - SDI is funded completely by the employees
 - SDI is short term coverage. The disability coverage offered by UC does include long term.
- Drivers of Plan Change
 - Upward cost and downward enrollment
 - SDI Like program
 - UC-Paid \$800 month income limit
 - Offer to part time or short term employees
 - Make plan structure easier to understand so employees choose plans that meet their financial needs and offer appropriate level of protection
 - Equalize sup LTD benefit for employee not vested in UCRP
 - 50% benefit not vested up to 70% vested
 - Move toward a program structure that allows comparative benchmarking with other larger employers
- Proposed Disability program changes
 - Premium employee pays plus UC Contribution
 - One waiting period not 4
 - LTD would begin after 6 months rather than 1 year
 - LTD determination based on own occupation for first 2 years rather than any occupation
 - Looking to increase the “\$800” every \$200 increase costs the UC \$3 million
 - Waiting period 7, 30, 90, 180 moves to 14 days
 - Long term changes
 - 50% up to \$15K 70% for UCRP to 60% up to \$15K for all
 - \$34 to \$20
 - Waiting period 12 months to 6 months
 - Transition Planning
 - Disability plan will be truly open this Fall, no review of health or statement of health

- Educational campaign
 - You can purchase 1 or 2 or both
 - Currently disability do nothing will be enrolled in both, but can drop whenever
 - Disability level depends on which year you start in
- Month Premium Rates
- Paid Family Leave (PFL) Marie-Ann Hairston (Director-System wide Employee Relations, Human Resources, UCOP)
 - PFL is a provision within SDI program that extends disability compensation for individuals to take time off to care for a family member
 - UC for purposes of this program is not defined as a State employee. For this to change it would cause legislation to change
 - How do UC currently get paid family leave
 - Sick leave can be used for a family member
 - Vacation leave accrual may be used for baby bonding and care of a family member
 - Other CA Universities
 - Cal State offers 6 weeks of paid parental leave
 - Still researching
 - Stanford has an SDI like program that allows employee to opt in or opt out
 - San Francisco
 - First city in US to require business to provide fully paid leave for new parents, this is coordinated with SDI
 - New York
 - Complicated, but employers to pay 12 weeks through an employee paid benefit
 - UC does not have to be included in the conversation as they are not part of the entire SDI process (ie. other business that opt out have to offer a comparable product, but we are not opt out, we are not included at all)

Dan Hare Faculty Representative to the Regents and Chair of the UC Academic Senate and Jim Chalfant Faculty Representative to the Regents and Vice Chair of the UC Academic Senate

- At UCOP full time

- Meet frequently with people, in the building and all of the system wide committees
- How they are preparing for collecting data on enrollment growth
 - Need to be prepared to say what it is going to take to accommodate the next 5000 students
 - Housing to advising, burden on staff?
 - Senate should be conveying back to leadership
 - Not individual comments, but matrix that could be reported from all campuses and be compared to each other
 - Matrix about students completing degree in 4yrs
 - Waitlist for courses
 - Waitlist for housing
 - By school or by major as pressures are not uniform across the campuses
 - Question about workload should be more on what is not getting done, not how long, but what is missing
 - Getting the job done is not a good matrix as it is effecting staff beyond the job especially their health.
 - How do we get these Metrix with doing more with less?
 - It's not clear that the number of faculty will rise with the number of incoming students
 - 10,000 students is half a campus over the next three years
 - What is the future of UC?
 - Talking about everyday life to the regents on how this affecting us?
 - Life of a faculty member will change if we do not add staff and we need the faculty to step up and speak in order to have the growth people will listen more
 - Have faculty help us spread the word that staff are needed as a resource as this university system grows
 - Thoughts on educational benefits?
 - Does not seem like there will be a change or increase in them
 - Increase in numbers of Masters programs
 - Self-supporting with \$\$
 - Huge growth industry
 - Success rate because considerable effort by the campuses
 - Back to Influx to students: Follow them through their 4 years, 5 years, 6 years to see the quality of life for a student.
 - Information collected from the graduates every year and has opportunity to be compared to years prior
 - We (staff) want to help you (faculty)

Engagement Survey Updates/Discussion

- When should the next survey go out?
- UCSC
 - Been doing a lot of actions Items
 - Making headway
 - Retirement vs Pay per performances
 - Cannot act upon what
 - Are action plans being rolled out on the campus?
 - Yes, no sort of?
- What is in the scope for the local assembly and what is out of scope?
- System wide for local campus levels?
 - 1st survey your campus, second survey UC (in relation to change management)
- Merced
 - Has the ear of the chancellor and feel positive about the direction they are going in
 - Staff Assembly is involved in the process and HR as well
 - Second year of the merit and equity process has helped along
 - Added a collaboration to Chancellor incentive program
- UCR
 - Staffing workload
 - Can't control, but can enhance staff experience
 - Performance Management
 - Staff Assembly helped share what was going to be rolled out
 - Career Development
 - Offer 4500 in staff development scholarships
 - Communication
 - Do not have a direct effect
- UCLA
 - Action Plan coming through HR
 - Supervisory Group
 - \$4,000 award for chancellor award of excellence
 - Faculty Staff Partnership (5 applications)
 - Performance Management
 - Lab sessions
 - Coach Managers
 - Not just about the form, but all year long process
 - Managers toolkit
 - Need to strengthen managers and supervisors to develop their workers.
 - Have made a lot of progress

- UCSD
 - Could not get all of the leaders in the room at the same time, but all wanted to be in the town hall
 - Few minutes with each
 - Video to send out in order to get people to the town hall
 - Approached to town hall was to get feedback from people and now gathering data from that process
 - Online crowd sourcing to get feedback through Idea Wave
- UCSB
 - Meeting with CHRO and brainstorming and have come up with ideas and presenting them in September to campus at large
 - Electronic bulletin board
 - Service recognition
 - Give something alternative to pins
 - Getting stuck with not enough people
- UCB
 - Started off strong and wheels came off the bus
 - Organization changes
 - 500 layoffs and restructuring
 - Planning committees that included the staff assembly
 - Open Leadership positions are currently taking the time and effort of executive leaders.
 - Communication
 - Brought up how the staff is being informed by the newspaper
 - Then next big change was in the San Francisco Chronicle
 - Organization is in a little chaos
- UCD
 - No CHRO, EVC or Chancellor
 - Wheels have fallen off
 - Using newsletter to push out staff messages
 - Working on Communications
 - Looking at inward communications
 - Poor job talking to each other
 - Supervision
 - Mandatory for new supervisors, but most complaints are for seasoned supervisors
 - Scared that without leadership initiatives will stop moving forward
- UCI

- HR Reorganization - creation of 3 Central HR Offices (Campus, Medical Center & Health Sciences) and New Merit Plan taking priority
 - Associate Chancellor is new CHRO
 - Recruiting for 3 New HR Executive Directors (replacing former AVC positions)
 - Holding off on new staff engagement efforts until campus organizational changes completed, however, continuing conversations about the importance of engagement with executive leaders
 - Associate Chancellor exploring possibility of local engagement survey
- UCOP
 - Little bit of movement
 - Put together a draft plan of the priorities from the staff assembly
 - Workgroup has met
 - Someone hired to be responsible for Engagement and Diversity at UCOP 2 yr contract position
- UCSF
- LBNL
 - Still no action plans for CUCSA Survey 30%
 - In January did employee survey 70%
 - Similarities to Engagement Survey
 - Divisions supposed to create their own action plans
 - New leadership and have not met with them yet, hoping to in the next few weeks.

Thursday, June 2, 2016

CUCSA Business

- Outstanding Leader Award presented at the UCSC staff picnic by Rejeana and Greta and the UCSC Delegates
- Need to recreate the list of all the recipients of the Outstanding Senior Leader Awards
- Need to build out the Outstanding Staff Award and perhaps build a page
- Outstanding staff awards were given
 - UCSC already presented their award.
 - UCLA will present at the end of June.
 - LBNL will present in the near future.
 - UCSD will have their chancellor present their award at their staff picnic.
- Discussion on Engagement Survey
 - Would like to continue doing it every two years and get back on track.
 - Decision will be made by Dwaine and Marie

- Can we broaden from poll to a census? This would allow everyone the opportunity to participate.
 - Cost is the reason.
 - May eliminate the need to have duplicate surveys that different groups do to capture more data from a broader group of staff.
- Can the info from the different campuses be shared so that we can learn from each other?
- Question on whether or not Climate Survey will be done again and the answer from Marie that it will likely not be done again until we can do it better.
- P4P Discussion
 - Calibration should be taking place system-wide. However, calibration can't be mandated by OP. Instead, they recommend it and advise the campuses to calibrate and guidance has been given on how to accomplish this.
 - On some campuses, just because there is calibration there isn't exactly equity across the board because some colleges/divisions have more money than others so how money is distributed is not the same within the University.
 - Merced uses a 4 rating scale.
 - UCLA moved from 4 to 5 rating scale to try to shift more people to the middle.
 - Framing and communication is key in helping staff understand that meets expectation is not a "c" grade.
 - UCI is mandating calibration.

Cheryl Lloyd – Chief Risk Officer, UCOP

- Presentation on How UC Manages Risk (slide deck will be shared)
 - In UC, there are many people that help to manage risk. It isn't just Risk Management teams.
 - The goal is to prevent loss and prepare for loss
 - Who we are and what we do
 - Employment Practices Liability and Workers' Compensation
 - Self-insured programs – small insurance companies that write the insurance for:
 - Employment Practices Liability – employee lawsuits arising out of issues related to discrimination, harassment, retaliation, etc.
 - Only 50-60 a year which is pretty low considering the size of our workforce (approximately 200,000)
 - Prevention through training
 - Complaints may be resolved another way as well.

- Workers' Compensation – statutory benefits for employees who are injured in the course and scope of their employment.
- Professional Liability
 - We oversee medical malpractice claims at the medical centers and campuses
 - A great deal of care is taken not to make mistakes but they do happen.
 - We help the medical centers and campuses avoid or reduce these claims.
- General liability and property
 - Covers anything that happens on campus to third parties (even students are considered third parties)
 - Minors on campus – how to manage having minors on campus
 - Training for staff that have contact with campus.
 - Travel Program
 - I-Jet Alerts for those traveling for UC for study, research, conferences, etc.
 - Property Loss
 - Water losses are quite prevalent within the system.
 - Coverage for fine art
 - Cyber insurance
 - Construction insurance for contractors that build on our campuses.
 - Coverage for UC projects only
- Environmental and emergency services
 - Environmental due diligence system wide program and services
 - Ex. When we acquire property, we do due diligence to make sure there is nothing that would lead to damages like underground waste, etc.
 - UCOP emergency management
 - System wide emergency management coordination
- Self-funded health plans (SHIP)
 - Manage UC Student Health Insurance Program (UC SHIP) – self-insured health plan benefit for students
- Fiat Lux Risk and Insurance Company (the Captive)
 - Formed in 2012
 - Domiciled in Washington DC
 - Not for profit 501C3
 - Single parent (pure) construct
 - Insure 50% of UC self-insured retentions

- Quota share participant on UC casualty reinsurance tower
- Direct issue policy to UC for loan covenants
- Provides stop loss reinsurance to UC Care Health plan
- Enterprise Risk Management
 - Enterprise risk management looks at risk from a strategic, system wide perspective
 - Collaborative, not sliced
 - Forward-looking and proactive
 - How can we say yes?
- Risk IT systems
- Environment, Health and Safety
 - Specialists who work with departments to make sure the workplace is safe for employees and visitors
 - Play a relevant role in life safety and protection of property
 - Laboratory safety
 - Unmanned aircraft systems/drones
 - Emerging technology across entire campus
 - Academic/research operators, developers
 - Students, hobbyists, clubs
 - Education
 - Etc.
- Risk Financing
 - Major areas of responsibility
 - Financial
 - Accounting
 - Operations
- Behavioral Threat Assessment and Crisis Management
Technical Assistance and Training
 - Primary responsibility for promoting risk, security and resiliency across the UC system
 - Behavioral threat assessment
 - Crisis management technical assistance and training
- Q&A Period with the Presenter

Staff Assembly Best Practices Discussion

- Event Planning
 - Themes:
 - Event planner position in each exec board

- Cultivate collaborations with affinity groups or other departments to put on events; allows for people power needed to put on events
 - What can CUCSA do?
 - Share an events calendar for events happening across the campus with information on funding, attendance, etc.
 - Keep an event planning template on the share drive
 - Add a list of events done per quarter on the CUCSA campus updates
 - Scholarships
 - Themes:
 - Not consistent across the system
 - Mostly fundraising required; not funded
 - 2 campuses offer dependent scholarships
 - 4 campuses don't have a program (SC, B, Lab, ANR)
 - Are those without interested? Why don't you offer?
 - Next Steps:
 - Need to know process and restrictions
 - Survey each campus
 - Create a tool or framework for those that don't have a program to help them establish one
 - Grooming Leaders
 - Themes:
 - Location specific
 - Ideas:
 - Senior leader sends out information to staff at large to encourage them to be part of SA (UCB does this)
 - Targeted outreach
 - Past board members to nominate others to be part
 - Committee members – encourage them to be part of SA
 - Look at by-laws to make sure you don't scare people away with time commitments, job duties, etc.
 - What can CUCSA do:
 - More best practice discussions on an annual basis.
 - Educating on Staff on SA
 - Themes and Suggestions:
 - Need to increase staff attendance at meetings.
 - Curate news to target groups you want to reach.
 - Dedicated person for communications and recruitment.
 - Review bylaws to make sure info on roles is accurate and well defined.
 - Target new hires via new hire orientation, coffee chats, videos during training
 - Target people with promotions and make them aware of the org

- Include SA as part of Supervisory Training so that they know we are a resource for them and their staff
 - Create a SA piece to give to new hires that also includes info on CUCSA and Staff Advisors
- Staff Appreciation/Recognition
 - Themes:
 - Staff Appreciation Week
 - Recognition awards, spotlights, etc.
 - How can CUCSA help:
 - System wide Staff Appreciation so it all happens at the same time
 - List of suggestions on awards on the website
 - List of activity suggestions
 - Showcase delegates to increase awareness
 - Create templates for nominations
 - Change from “appreciation” to “celebration”
 - We should always appreciate staff 😊
- Fundraising
 - Themes:
 - 3 campuses do this well (UCLA, Riverside, Davis)
 - Events
 - Vendor Fairs
 - Small Scale Sales (bake sales, etc.)
 - Challenges:
 - Culture of resistance against commercialization
 - What can CUCSA do?
 - Work group to do research on the topic
 - What is allowed
 - How do we do it?

Arthur Guimaraes – Associate Chief Investment Officer and Chief Operating Officer, UCOP

- Presentation on Retirement Savings (Slide Deck)
 - Our Products
 - They manage approximately a \$100 B
 - Approximately half is in public equity
 - Approximately 33% in fixed income (bonds, etc.)
 - Other investments 14% (hedge funds)
 - Absolute Return 5%
 - Private Equity 4%
 - Real Estate 4%
 - Real Asset 1% (oil and gas)
 - Cash 4%
 - Their Values
 - Invest for the long term

- Look at it daily but don't necessarily react daily
 - Invest in people
 - Small team but quality people
 - Build a high performance culture
 - We are all risk managers
 - Allocate wisely
 - Costs matter
 - Diversify with care
 - Sustainability
 - Collaborate widely
 - Innovation counts
- Asset Allocation: Defined Contribution Product is approximately \$20B
 - all voluntary
 - 403(b) \$13B
 - 457(b) \$2B
 - Defined Contribution \$4 B
- Investment Options
 - Pre-Defined Asset Allocation
 - "set it and forget it" - Set it when you start and they manage it for you
 - Target date funds
 - Balance growth fund
 - Asset Allocation Building Blocks
 - Global Equity
 - UC Savings Fund (cash)
 - This was once the default so there is a great deal of \$ in this fund.
 - On average only earning 1% annually
 - Need to let people know so that they can make the decision to move their contribution if they want.
 - Etc.
 - Build My Own Portfolio
 - Brokerage Window
- Q&A Period with the Presenter

Staff Advisors to the Regents

- Lawana's to-do in the upcoming year
 - Visiting the remaining campuses
 - Looking forward to discussion on compensation now that retirement option review is complete
 - Mental illness – look into the issue and how it can be addressed.

Friday, June 3, 2016

CUCSA Business

- Campus Updates
 - Irvine
 - Nominations for their SA leadership will be taking place for positions in the new fiscal year.
 - Santa Barbara
 - Just had their Staff Celebration Week
 - Starts with ice cream social with administrators serving the ice cream
 - They also have a luncheon for staff put on by a different staff group. Citation awards are presented at that time.
 - They also have a staff cookie contest, carnival, etc.
 - Berkeley
 - Had their elections for their governing council and executive board.
 - Jeannette Robinson is their new CUCSA delegate for next fiscal year
 - Los Angeles
 - In the process of opening a middle school and high school and a town hall was scheduled for staff
 - 300 students will be from general community and 300 students will be from their faculty and staff families.
 - They are not sure how they will allocate the spaces.
 - Starting class will be in 2017
 - Santa Cruz
 - Participating in the recruitment process for their new provost.
 - They will have Regent Perez on campus and SA will have chance to meet with him.
 - Peer to Peer appreciation program called Thumbs Up Award
 - 1500 customized certificates
 - Everyone that is nominated gets one
 - Electronic process
 - One time a year
 - Office of the President
 - Had a successful TODS day.
 - Split into groups by age.
 - 10 groups volunteered to do a presentation and activity for the children
 - Riverside
 - Had a meeting with one of their AS student leaders to talk about ideas including ideas on how to appreciate staff.
 - They will partner with AS to plan something for staff.
 - San Diego

- Had a meeting with their VC for Admin. They are currently going through their long range planning process and he updated staff on the current process and staff had the opportunity to ask questions.
 - Had a meeting with Regent Perez. He said it was suggested by the chancellor. He seemed positive about recommendations shared by their staff veterans.
- San Francisco
 - SA created a UCSF internship program for staff.
 - Sponsored by HR
 - \$30 K committed toward an FTE to run the program
 - Partnered with other groups to get the program off the ground
 - Will start as a pilot program
 - Will pilot their scholarship initiative based on program at UCR
 - Will have continuing education scholarships and professional development scholarships
 - Max amount received is \$400
- UC Davis
 - Health Systems celebrated their Staff Appreciation Week which includes an awards breakfast and their picnic luncheon.
- Berkeley Lab
 - Staff group is coming up with ideas on alternative commuting options, incentives, etc. Multiple solutions are needed since there are many needs.
- Merced
 - Moving their board meetings to their different locations and they are increasing their attendance as a result.
 - Had staff appreciation week which includes a breakfast, activity day, tours of the campus and a picnic.
- Issues on campuses shared with Staff Advisors
 - Space issues at Merced – open vs traditional
 - Staff moved further off campus at Santa Cruz

Janet Napolitano – UC President

- Short pause to make a short statement about the shooting at UCLA.
- Thanked the staff advisors and chairs for their service to the organizations they represent and the university system generally.
 - Acknowledge all the work that goes into bringing forward issues of importance to staff and working to make change.
- Working to make sure we have regular pay increases for UC policy covered staff.
 - Staff should be able to depend on the timing of pay increases
 - Should be timed for the start of the fiscal year.
 - Effort to implement a merit based pay increase system in response to response to the CUCSA Engagement Survey.

- Rewards performance and incentivizes performance.
- Educational benefits (REF: CUCSA report)
 - Professional development is important to the staff.
 - She is announcing a presidential staff scholarship program.
 - \$4000 per campus for professional development of staff
 - Tangible way to provide something to each campus.
- Review of Leave Policies
 - Exploring ways to increase flexibility.
 - What to support healthy work life balance and ability of staff to pursue professional development which may require more flexibility in hours worked.
 - Increase flexibility of use of donations for catastrophic leave program so that it is less restrictive in donation process, what you can donate to, etc.
- MSP/PSS Employee Classifications
 - Established a work group to evaluate these designations to see if they are still useful/beneficial.
 - What to make sure job titles and duties are classified in a transparent way.
- Abusive Conduct Working Group
 - Designed to promote a more civil and professional work environment.
 - Group charged to provide information to inform guidelines against bullying and abusive conduct against staff.
- Questions for the President
 - Issue of growth of campus student population without a corresponding increase in staff needed to support this increase in students/faculty/etc. What is the plan?
 - Will need to add staff.
 - Details depend on the campus and where the needs lie. Growth is not consistent within the campus or across the campuses.
 - Will need to add faculty.
 - Three year growth curve to accommodate 10k students; hope to include graduate students in this number (approximately 600)
 - Will need additional funding for the graduate students.
 - This will all require additional staff.
 - Issue will be for those departments who are not revenue funded.
 - Budget ask will say “will add staff commensurate of growth”
 - Comment: “Thank you for including CUCSA on your system wide committees and task forces.” Request: “Please don’t stop.”
 - She will not ☺
 - She is listening.
 - These groups come from recommendations shared by CUCSA.

- Pay for Performance – Global concern that supervisors do not know how to write appraisals well. Training exists but it is not required. Foresee any possibility to make supervisory training mandatory?
 - If you have a merit system folks should know how to do an evaluation.
 - Will look at training needed to evaluate others.
 - When you are a supervisor, you really need to be able to evaluate someone on the good and the areas that need improvement.
 - Doing their job well is fine but doesn't necessarily entitle you to a merit bump.
 - How this is informed and documented, we will all need to work together on that.
 - DWAIN: Chancellors agreed that they would make it a preferred criteria to have the skills to evaluate staff.
- Work Life – There used to be support to bring staff that work together that work on work life to get together/work together across the system. The support no longer exists. Not all campuses have work life programs. But it is really important. There are several programs to support work life but not well communicated across the system. Not consistent across the system.
 - Now it is on her radar and she will find out more about it.
- Bullying – Will the new policy apply to union staff as well?
 - DWAIN: Yes, but separate conversations will need to take place with the bargaining units.
 - One of the unions (TEAMSTERS) put some of the language in their contract five years ago.
 - BERNIE: Union rep is also on the task force.
- Merit Based Pay – What about cost of living increases? Is it considered separately?
 - No.
 - Her hope is that everyone gets some amount of an increase. She does not think an automatic COLA is something we will be doing.
 - COLA would probably eat up almost all of what is put aside for merits.
 - Based on feedback from Engagement Survey moving towards the merit system.
- Santa Cruz would like to have their Ombuds replaced and have one on every campus.
 - Okay.
- Can you comment on the idea that our system is an experiment and is failing?
 - She sees this as an overly negative view.

- Higher education is evolving and we are in a period where we have stresses.
 - State paying less
 - Pressure is extreme to keep tuition down.
 - Need to find alternative income streams.
 - Need to think about what we are teaching and how we are teaching.
- She believes that we have the biggest collection of bright minds and we will work our way through this and create the model for higher education.
- We survived the worst financial crisis in the history of the system.
- We have predictable funding from the state. No other system has that.
- Growth is a big stress but we have plans to make this happen.
- We are on a mountain and hiking up.
- Shared Governance – Leads to challenges when working on policies, expectations, etc.
 - She meets with Faculty Advisors and System wide Senate regularly to make sure that they are incorporated on task forces, committees, etc.
 - She hopes that we will be able to and she will work on a linkage between presidential guidance (ex. on bullying) and the APM.
- Recognition of Staff – Have you thought about the possibility a system wide recognition program where you can nominate staff across the system and have a reception centrally?
 - Great idea. OR even a spot award type of thing.
 - She will work on it.
- Carbon Neutrality – When there is a known event that will impact traffic, can our campuses be more flexible in their telecommuting policies to help lessen impact? Policies exist but administrators can be more mindful.
- LGBT Council – Task force on hold to implement. She wants to make sure that it doesn't fall through the cracks and make sure that recommendations are actually implemented.
 - Group was very active so there is a big workload associated to implement.
- Mandatory Online Training Requirements – Challenging for non-native English speakers, sight impaired, those with no access to computers regularly, etc. Would like to see solutions to address these needs. For example, sight impaired individual on the
 - She would never know unless someone tells her so she thanked the delegate for bringing it to her attention.

- Separate Health System from the UC System – Is there going to be a time when this happens? There is disparity in salaries between the two systems and other disparities.
 - 40% of entire budget are from the health systems.
 - Health Affairs is now its own group to separate governance.
 - Working to separate out health system from the campuses in the budget so that it is clearer.
 - However, will always be part of the system because they are teaching hospitals.
- Catastrophic Leave – is it possible to be able to donate across the system?
 - They will look into it.

Thera Kalmijn – Exec Director of Operations, UCOP

- Presenting on Office of the President Operations (REF: Slide deck)
 - Site of College of California Original Campus of University of California
 - Down the street in Downtown Oakland (13th and Franklin)
 - March 1868
 - Shared Governance
 - Board of Regents
 - Academic Senate
 - Office of the President
 - Office of the President
 - System wide headquarters of the UC, managing its fiscal and business operations, and supporting the academic and research missions across its campuses, labs and medical centers.
 - Four dimensions of role:
 - Academic leader of the institution
 - Chief executive officer
 - Primary external advocate
 - Guardian of the public trust
 - UCOP Officers Appointed by Regents
 - President
 - Secretary and Chief of Staff, Regents
 - Chief Compliance and Audit Officer
 - Chief Investment Officer
 - Etc.
 - UCOP Divisions
 - Academic
 - Academic Affairs
 - UC Health
 - Office of the National Labs

- Ag and Natural Resources
 - Research, innovation and entrepreneurship
 - Operations
 - President's exec office
 - Chief operating officer
 - Chief investment Officer
 - Chief financial Officer
 - Government Relations
 - Public Affairs
 - Office of the General Counsel
 - Ethics, compliance and Audit Services
- Academic Affairs
 - Academic Personnel and Programs
 - Diversity and Engagement
 - Research and Graduate Studies
 - Student Affairs
 - Institutional Research and Academic Planning
- Chief Investment Officer
 - Investment Services
 - Investment Risk Management
 - Investment Management
- Chief Financial Officer
 - Budget Analysis and Planning (operating budget)
 - Capital Asset Strategies and Finance
 - Financial services and Control
 - Financial Accounting
 - Procurement Services
 - Risk Services
- UC Health
 - UC Health System
 - Anatomical Donation Program
 - UC Center for Health Quality and Innovation
 - CA Health Benefits Review Program
- Government Relations
 - State Government Relations
 - Federal Government Relations
- Public Affairs
 - Alumni and Constituent Affairs
 - Communications
 - Institutional Advancement
 - Issues Management Policy Analysis and Coordination
 - Media Relations
- Ag and Natural Resources
 - 200 locally based Coop Ext advisors and specialists
 - 57 local offices throughout CA

- 130 campus-based Coop Ext specialists
 - 9 Research and Extension Centers
- Research, Innovation and Entrepreneurship
 - Increase the innovation and entrepreneurial capabilities of the UC system.
- Office of General Counsel
 - Attorneys and Staff
 - Guidance
 - Legal Resources
- Chief Operating Officer
 - Energy and Sustainability
 - System wide Human Resources
 - System wide Info Technology Services
 - UC Path Center
 - Program Management Office
 - UCOP Operations
 - Building and Administrative Services
 - Business Resource Center
 - Human Resources
 - Budget and Finance Department
 - IT Services and Support
- UCOP vs Campus
 - More corporate than campuses
 - Still experiences inefficiencies like campuses
 - Enables academic and research missions vs fulfilling these missions
 - System wide focus vs local focus
 - We all want to make the system a better place
 - No faculty or students – only staff.
- Q&A Period with the Presenter