



2013-2014

CUCSA Marketing

Workgroup Report

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Table of Contents

Executive Summary.....	3
Project Scope and Objectives.....	4
Target Audience.....	5
Research.....	6
Messaging.....	11
Recommendations.....	13
Measuring Success.....	20
Conclusion.....	21
Appendix A: CUCSA Talking Points.....	22
Appendix B: Sample “Request for Interview” Letter.....	23
Appendix C: Interview Responses.....	24

Executive Summary

The Council of University of California Staff Assemblies (CUCSA) has been in existence since 1974 and has provided an ongoing staff perspective on many topics affecting the University including benefits, pensions, educational opportunities, career development and supervisor training.

While CUCSA has had many accomplishments over the years, the Council still needs to raise the profile of the organization and create awareness for the work that they perform. Many local campus leaders are unfamiliar with how CUCSA can assist with two-way communication to staff, university advocacy efforts, and campus partnership opportunities.

In addition, staff are not always informed about CUCSA's roles, responsibilities, and benefits. This can create an ongoing challenge of recruiting staff to become future delegates.

The 2013-2014 CUCSA marketing workgroup focused on defining our target audience and how best to communicate with them via specific messaging. We focused on determining the "what's in it for me" message to each of our constituents. In doing so, we found similarities of the messages across our locations. The goal was to synthesize these and develop a working document to which all delegates can refer when speaking with a specific audience.

With the talking points established, we then made recommendations for how to get these messages into the hands of our target audiences:

- Establish a position on the CUCSA leadership team of a "Communications and Marketing Officer (CMO)" who would be dedicated to developing and executing a tactical marketing plan;
- Develop a roadmap for an ongoing marketing plan to reach out to our target audiences;
- Update the current CUCSA website to be customer focused and contain more relevant content;
- Incorporating social media as part of the marketing plan for the organization to help spread awareness and build community.

These suggestions and strategic talking points will significantly impact the awareness and credibility of CUCSA in a positive way. Well informed campus leaders and staff will begin not only to recognize CUCSA's value, but also will come to rely on it for future endeavors.

Project Scope and Objectives

Project Scope

Develop specific, segmented talking points and content related to what makes participating in CUCSA worthwhile for each of our defined target audiences.

Objectives

- Generate awareness
- Develop selling and talking points
- Get CUCSA's name and work into the hands of target audiences
- Help each target audience understand "what's in it for me"
- Recommend marketing tactics to help disseminate the messages

Target Audience

Critical to the success of any marketing endeavor is identifying who you want to reach. A well-defined target audience is the first element to a marketing strategy. For CUCSA, there are three target audiences as identified below:

- **Local campus-wide staff**
 - Staff (represented, non-represented)
 - Campus committees (Academic Senior Managers, Academic Business Officer's Group)
 - Affinity groups

- **Local campus-wide leadership**
 - Chief Human Resources Officer
 - Executive Vice Chancellor and Provost
 - Chancellor

- **Systemwide leadership**
 - University of California Office of the President
 - UC Regents
 - Staff Advisors to the Regents

Research

Methodology

In order to develop talking points for each of our target audiences, the workgroup conducted surveys with both current and former CUCSA delegates. To reach the former delegates, we worked with Lin King (current CUCSA alumni coordinator) and sent a formal letter requesting their participation. The letter was well received and follow-up emails and phone calls were made to gather the information. To reach our current delegates, each workgroup member directly contacted members of our delegation. A series of 10 questions were asked and we received responses from 18 people.

Interview Questions and Analysis

1. How would you best describe CUCSA to someone who is unfamiliar with it?

CUCSA was characterized in the survey as a formal staff organization recognized by the University. As described by respondents, CUCSA representatives advocate on behalf of non-represented staff with campus and systemwide leadership, and CUCSA officers have regular, face-to-face meetings with the President to provide an unfiltered staff perspective. Of particular importance is the power that the Council has to coordinate efforts across campuses. Respondents referenced the structure of CUCSA and generally provided the following information about the Council. Each location has a staff assembly and each assembly selects two delegates to serve staggered two-year terms on the Council and to represent the perspective of their location on high priority issues relevant to staff. CUCSA meetings take place on a quarterly basis at rotating campus locations. During these meetings, the delegates have the opportunity to meet and engage with University administrators, academics, and UC Regents; receive updates on the latest issues facing the University; exchange information with other delegates and collaborate on workgroups; and discuss, strategize, and mobilize as a united voice to address issues of importance to staff.

2. What are CUCSA's major accomplishments or initiatives?

The most significant accomplishment cited in the survey results are the white papers produced by the CUCSA workgroups. Survey respondents indicated that CUCSA's work to advance the agenda on issues such as benefits and pension, educational benefits, career development, and mandatory supervisor training has been a great benefit to all staff and the UC system as a

whole. In addition to the white papers, respondents cited the importance of CUCSA annual reports in helping to influence policy decisions, provide a collective staff perspective on issues, and affect change throughout the system. Other major achievements noted include CUCSA's work to establish the Staff Advisor to the Regents position, secure domestic partnership benefits, and administer the systemwide staff engagement survey.

3. Who do you feel is CUCSA's target audience?

All respondents agreed that CUCSA's target audience is University of California staff. This is a continuing challenge as most staff members are unaware of what CUCSA is and does. Other target audiences cited included campus and systemwide leadership and specifically campus Chief Human Resources Officers (CHRO's) for "help with policy and messaging", the UC Regents, and local staff assembly groups. Only one individual identified non-represented staff as being CUCSA's primary target audience. Interestingly, another respondent felt that although ideally the target audience is staff, in reality "CUCSA is trying to meet the goals of CUCSA leaders in any given year."

4. What are the most important benefits of CUCSA?

(a) For staff?

Survey respondents cited several important benefits of CUCSA for staff. Many commented on the simple fact that the Council represents the interests of UC non-represented staff and serves as a powerful advocate on their behalf. Respondents described CUCSA as a recognized and professional voice with a systemwide perspective on issues relevant to and of importance to staff. Of significance to CUCSA delegates in particular was the opportunity to meet regularly with senior leadership to raise and discuss staff concerns and provide input on decisions that impact staff throughout the University. Also cited was the Council's collaborative work with senior leaders to affect positive change. From a local perspective, survey respondents described CUCSA as a resource to staff assemblies and a gateway for locations to impact staff welfare on a broader scale.

Other benefits related to personal professional development opportunities for staff who serve on the Council either as delegates or on the Executive Board. Respondents described several opportunities that participation in CUCSA offered. Exposure to the broader University system was mentioned several times, including the opportunity to hear from and engage with senior leaders, academics and local delegates regarding challenges and issues shared by many

locations. Knowledge of these systemwide issues was noted to be important as is gaining an understanding of the individual cultures of each campus and special nuances that come into play due to these differences from one location to the next. Respondents also referenced the opportunity that CUCSA provided to sharpen their leadership skills in general and to work on specific systemwide issues and problems by participating in the CUCSA workgroups.

(b) For campus leadership/organizations?

One of the most important benefits of CUCSA for campus leadership and organizations is CUCSA's work in creating and maintaining a "conduit" or "bridge" or "entry point" between staff and leadership to bring to light issues of importance to staff. Leadership gains access to an engaged group of staff with whom they can receive direct feedback, hear concerns, provide input, and address issues—all with the benefit of a systemwide perspective. One respondent described the relationship as a "canary in a coalmine," allowing leaders to hear about issues before they surface via other avenues. When leadership addresses CUCSA, they are addressing staff.

5. When you served as a CUCSA delegate, which campus leaders/organizations did you interact with the most?

A number of respondents indicated that they engage with their campus Chancellor and Chief Human Resource Officer most often. Other key leaders noted were: Executive Vice Chancellor, Vice Chancellors, Associate Chancellor, Provost, Office of the President leadership, the Staff Advisor to the Regents, and the Academic Senate Chair. Groups and organizations referenced included local staff assembly members, other CUCSA delegates, communications representatives, the Chancellor's Staff Advisory Council, the Professional Women's Association, and the Academic Business Officers Group. Respondents also listed more generally affinity groups, other management groups on campus, IT groups and other target groups.

6. When you interacted with leaders/organizations, what type of talking points did you use when discussing CUCSA?

Talking points cited in the survey were major issues currently being addressed by the CUCSA group and the impact of those issues on staff. Several respondents stated that their talking points when discussing CUCSA with leaders were related to specific topics and more precisely focused on local campus issues. Generally, respondents did not have a specific list of talking points.

7. When you interacted with staff, what kinds of talking points did you use when discussing CUCSA?

A few survey respondents stated that they do not use talking points. It was not surprising that the nature of the talking points for those who do use them depended on the purpose of the discussion and the audience to which they were speaking. For example, a couple of delegates mentioned updating their local assembly and affinity groups following quarterly CUCSA meetings – the focus of discussion in these cases was on important issues that CUCSA is working on as well as interesting information about meeting guests such as UC leaders or Regents. Another respondent talked about the importance of emphasizing with her local staff assembly members the fact that they were part of a larger group working on the behalf of staff and that many of the issues faced at that particular campus also exist across the University. CUCSA was described generally as a voice for non-represented staff and as a group of staff representatives who work to advocate on behalf of staff to campus and systemwide leadership. Other respondents honed in on specific CUCSA efforts to improve staff welfare and accomplishments on behalf of staff such as the Council’s work on the domestic partnership issue. When recruiting future CUCSA delegates, respondents tended to emphasize the personal and professional development benefits in their talking points.

8. How do you feel CUCSA helps the UC System?

Respondents overwhelmingly cited that CUCSA’s participation in the shared governance of the University of California as its most important contribution to UC, providing the “staff voice” in matters at each individual campus and systemwide. More specifically, CUCSA’s function in providing a credible and professional staff view when working with UC leadership was mentioned. Many respondents felt that CUCSA plays an important role in the flow of information both up and down and in raising awareness on important issues.

9. How do you feel CUCSA helps your campus?

When providing examples of how CUCSA helps one’s individual campus, respondents consistently cited that CUCSA provides/creates a forum for sharing of best practices, lessons learned, and the exchange of ideas. Furthermore, CUCSA creates an opportunity to work with delegates from other campuses to come up with solutions. From the experience of being the host campus, interviewees reported a great sense of pride, recognition, promotion and awareness-building. CUCSA was also cited as a benefit to the campus because representatives often receive information about issues and policies before other announcements make it to the campus level.

10. How has CUCSA helped your career?

Most delegates interviewed felt that participation in CUCSA has in some way enhanced their career at the University. CUCSA delegates gain a better understanding of both local and systemwide issues, thus allowing them to engage in meaningful conversations with campus leaders and frontline staff.

While being a CUCSA delegate does not automatically ensure a job promotion, the additional knowledge learned can open up opportunities for both personal and professional growth in the areas of strategic planning, leadership, communication, teamwork, and problem solving. Career benefits cited included networking opportunities with delegates from other campuses; exposure to local leadership; better knowledge of the UC structure; greater understanding of systemwide issues; ability to share ideas with other campuses; opportunities for professional development; and access to the highest levels of management at the University.

Messaging

Based on the analysis of our delegate interview questions, we developed a document titled “CUCSA Talking Points.” This will act as a working guideline to CUCSA delegates when speaking to specific target audiences. (See Appendix A)

- **Description**
 - Council of UC Staff Assemblies (CUCSA)
 - Two delegates from each academic campus, plus LBNL and OP
 - Advises UCOP and the Regents on staff issues

- **Accomplishments**
 - Staff Advisor to the Regents position
 - Domestic partnership benefits
 - Post-employment benefits

- **Current Initiatives**
 - Educational benefits
 - Mandatory supervisor training
 - Career development

- **Benefits: Campus Staff**
 - Provides a voice on behalf of non-represented staff
 - Promotes the interests of staff members
 - Bolsters communications between staff and leadership
 - Offers input on issues affecting staff and the University

- **Benefits: Campus Leadership**
 - Acts as a conduit between leadership and staff
 - Ability to garner broad perspectives on items of concern to staff
 - Two-way communication channel to staff
 - Advocacy and partnership opportunities for local and system-wide challenges

- **Benefits: Delegates**

- Network with delegates from other campuses
- Gain exposure to local leadership
- Understand systemwide issues
- Professional development

- **Benefits: UC System**

- Information flow throughout the organization
- Raise awareness on important issues
- Increased credibility
- Professional voice for all staff

Recommendations

Communications and Marketing Officer (CMO)

The Marketing Workgroup recommends the addition of a Communications and Marketing Officer (CMO) to the Council. Within the CUCSA organization, the CMO would participate as part of the Internal Operations Workgroup along with the Electronic Data Officer (EDO). The ideal incumbent possesses excellent communication and leadership skills and strong strategic and creative acumen.

The CMO would be responsible for creating marketing strategies that build the CUCSA brand, leading to increased awareness, relevance and respect among CUCSA's target audiences (customers). The primary responsibilities of the CMO include development of the CUCSA marketing plan, social media management and the development and management of all other marketing communications. The marketing plan developed by the CMO shall be based on the Council's strategic plan and will serve to promote the Council to its customers and assist in effectively shaping CUCSA's public profile.

Marketing Roadmap

The roadmap outlined below can be used as a guide to assist CUCSA with developing a Marketing Plan for 2014-15. The plan should be developed by the CMO, with the input and approval from CUCSA leadership and delegates. The plan should be:

- Integrated with the CUCSA strategic plan
- Executed with multiple touch points and tactics (i.e. emails, newsletters, road shows, events, social media)
- Repeatable year over year
- Flexible to meet changing needs and budgets
- Updated frequently as CUCSA's roles and responsibilities evolve

Roadmap

- Define the Purpose - Develop a comprehensive plan to increase awareness and participation in CUCSA
- Create Objectives
- Set Strategies and Goals
- Define the Target Audience
- Determine the Value Proposition
 - Why should staff participate in CUCSA?
 - Why should leadership partner with CUCSA?
- Create a Call to Action - What do we want staff and leadership to do?
- Develop Branding Elements
 - Tagline
 - Logo
 - Templates
- Determine Tactical Plan
 - Website
 - Social Media – Facebook, LinkedIn, Twitter, other
 - Email
 - Brochures
 - Newsletters
 - Flyers
 - Promotional products
 - Signage
 - Roadshows
 - Other
- Outline projected costs for each portion of the plan and determine funding sources
- Create a timeline and yearly marketing calendar
- Determine implementation steps and assign responsibilities

- Execute the plan
- Track plan progress
- Measure success and adjust the plan as necessary

Website

One of the key marketing tools available to CUCSA is its webpage. A website is usually the first thing people look at when trying to learn more about an organization. The most important aspect of a successful website is connecting the user with the information she came to find. The following are recommendations to help make the CUCSA website memorable and engaging.

Strong and Clear Message

The website is an excellent opportunity for CUCSA to make a lasting impression on our target audiences. The page should be designed and organized so that a user immediately knows what and who we are, the purpose of the site, and what he is being asked to do (call to action.) Once we determine what messages we want to share with our target audiences, we can then incorporate those messages throughout the page.

Recommendations:

Develop a clear message that describes the purpose of the organization and the website. This message would be placed on the homepage of the website. Keywords and phrases should be incorporated into the message to help search engines categorize the website.

- Determine if the website needs to provide visitors with resources to stay updated on staff issues.
- Determine if we will use the website to solicit new applicants for CUCSA positions.
- Determine if we are trying to raise awareness of specific staff issues.

Clear and Easy Navigation

Successful websites offer simple and user friendly navigation. Visitors to our site must be able to find everything easily and quickly. If users have to wander around the site trying to find what they need, they will get frustrated and leave.

Recommendations:

Change the navigation of the site to include menu items that are clear, concise, easy to find and consistent.

- Home – This section would introduce the organization and include the most update information for the organization.
 - Purpose of the organization
 - Blog
 - Links to our social media
- About Us – This section will include information on what we do, our role and our impact.
 - Bylaws
 - History
- People and Partners – This section will include information about the people that make up the organization as well as partners we have in fulfilling our mission.
 - Introduce Executive Board
 - Introduce Delegates
 - List our sponsors
 - List all Staff Assemblies
 - Staff Advisors to the Regents
 - Our target audiences
- Learn – This section would provide the visitor with all the information they need to know about staff related issues.
 - Links to important issues
 - Press releases
 - Delegate resources
 - How to become a delegate
 - Workgroup Reports
 - Engagement Survey

- Stay Informed – This could be an actual section or simply a link that would give the visitor information on how to stay informed via various newsletters, etc.
 - Link to Staff Advisors to the Regent’s newsletter and website.
 - Link to President Napolitano’s newsletter.
- Contact Us – This could be an actual section where visitors would enter their email address and inquiry. Alternatively it could simply direct the visitor back to their own mail program to send a message to: cucsa@ucop.edu.

Interesting and Useful Content

A good website focuses on the target audience’s needs. Interesting and fresh content builds the visitor’s interest and invites her to get involved, recommend the page to others and come back for more. As an added incentive, search engines also seek fresh content. The easiest way to keep content up to date is by having a blog on the website; it is an excellent way of communicating with target audiences and increasing traffic to the website.

Recommendations:

- Include a blog on the website.
- Have the designated marketing/communications member write an entry for the blog at least once a month.
- Assign each institution a month during which they would contribute an article for the blog.
- Add Google Analytics to the website. This will allow us to track the most visited sections of the website.
- Assign the Internal Operations Workgroup the task of reviewing the content of the website annually to recommend changes and updates as needed.

Social Media

Many organizations are now using social media to promote themselves and to share their messages with their target audiences. Use of social media is no longer just for reconnecting with family and friends. An increasing number of marketing professionals claim to use social media to further the reach of their businesses. Use of social media has grown into a means for organizations to spread awareness about key issues, mobilize supporters, and build community.

Social media need not be overwhelming or difficult. It is simply a supplemental communication tool that can add value to our target audiences and organization. The following recommendations will help simplify the management of our social media plan.

Recommendations:

- Provide editorial access to the social media platforms to more than one person in the organization. This allows for a diversity of individual voices and helps to share the load to keep the information fresh.
- Balance posted messages with visuals. Images process quickly and most people are drawn to them. Imagery can be used to communicate visually and would help to add variety to the messaging.
- Pose questions to the audience based on the information that is shared. For example, if we post information on upcoming changes to the health plan, follow it with a question and turn it into a conversation. Include links to the social media platforms selected on the homepage of the CUCSA website as well as on the website of each staff organization.
- Include links to the social media platforms on all electronic correspondence for CUCSA and each staff organization.
- Create an editorial calendar which will clarify who is in charge of posting what, where and when.
- Maintain the current CUCSA open Facebook page. This page will allow us to reach our designated target audiences. The closed CUCSA Facebook page is for current and former delegates only and should not be maintained by the CMO.
- Create a blog that will allow us to provide up to date content on the website and allow or conversation with target audiences. Some options include WordPress, Tumblr or Blogger (also see recommendation under Website).

Outreach to CUCSA Alumni

CUCSA Alumni can be a valuable marketing resource to help spread the messaging about CUCSA. Many of these former delegates are still active within their local staff assemblies and can provide positive examples of the benefits of CUCSA. They can also assist with recruitment of future delegates.

Recommendations:

- Contact CUCSA Alumni Coordinators at each campus and ask them to reach out to fellow local alumni.
- Use social media such as Facebook as a resource for locating and communicating with alums.
- Develop a communications plan to actively reach out to this group on a regular basis.

Measuring Success

Once we develop our marketing plan and have a clear road map designed to reach CUCSA's vision, the next step will be to put the plan into action and manage the process as well as the plan's performance. Creating good, solid measures is an important step in determining the success of the plan and will allow us to plan for future improvements and growth. The measures put in place should be:

- Relevant to CUCSA's vision and goals;
- Placed in context of a target to be reached in an identified time frame;
- Capable of being tracked period after period;
- Owned by the person who's responsible for the goal.

In the process of developing the marketing plan, measurements will need to be developed. However, in the initial stages of our planning, success for CUCSA messaging and marketing outreach can be measured by the following methods:

- Increased awareness of CUCSA to campus leadership and staff
 - Tracked via surveys
- Approval of CMO position by CUCSA leadership; CMO will be responsible for:
 - Subsequent development and implementation of comprehensive marketing plan
- Determine baseline of current website and social media traffic using analytics so that specific measures can be developed once the marketing plan is in place. Some examples include:
 - Boost website traffic by 20% by 2015
 - Expand Facebook "Likes" by 20% by 2015

Conclusion

Creating awareness for CUCSA should be a priority for the Council and for local staff assemblies. The partnership opportunities between staff, local, and senior leaders are a valuable part of continuous, on-going communication. The CMO position and a marketing plan should be developed in conjunction with the overall strategic plan and updated frequently. This plan should include tactics to increase awareness and showcase CUCSA's past and current initiatives. Consistent talking points should continue to be developed and communicated from delegates to all levels of the organization, including front line staff. CUCSA must continue to promote its critical importance to the University in order to continue its mission and attract new delegates.

Appendix A: CUCSA Talking Points

CUCSA
TALKING POINTS

DESCRIPTION

- Council of UC Staff Assemblies (CUCSA)
- (2) delegates from each campus, plus LBNL and OP
- Advises UCOP and the regents on staff issues

CURRENT INITIATIVES

- Educational benefits
- Mandatory supervisor training
- Career development

ACCOMPLISHMENTS

- Staff Advisor to the Regents position
- Domestic partnership benefits
- Post-employment benefits

BENEFITS: UC SYSTEM

- Information flow throughout the organization
- Raise awareness on important issues
- Increased credibility
- Professional voice for all staff

BENEFITS: CAMPUS STAFF

- Provides a voice on behalf of non-represented staff
- Promotes the interests of staff members
- Bolsters communications between staff and leadership
- Offers input on issues affecting staff and the university

BENEFITS: DELEGATES

- Network with delegates from other campuses
- Gain exposure to local leadership
- Understand system-wide issues
- Professional development

BENEFITS: CAMPUS LEADERSHIP

- Acts as a conduit between leadership and staff
- Ability to garner broad perspectives on items of concern to staff
- Two-way communication channel to staff
- Advocacy and partnership opportunities for local and system-wide challenges

Council of University of California Staff Assemblies
ucop.edu/cucsa

Appendix B: Sample “Request for Interview” Letter

Dear CUCSA Alumni,

My name is _____, this year’s (Junior/Senior) Delegate from (Campus). I am serving on the “CUCSA Marketing” workgroup, and we would like to request the help of our CUCSA Alumni.

Our workgroup project is to create a toolkit of talking points and content about why it is worthwhile to participate in, support and partner with CUCSA. These messages will be crafted for various target audiences, including:

- Local, campus-wide staff (joining, partnering)
- Local, campus-wide leadership (partnering, supporting)
- System-wide leadership (partnering, supporting)
- Faculty, Students (partnering)

Do you have ideas?

Our workgroup would love to connect with you! Your input and expertise could provide us with:

- Previous successful efforts: lessons and resources
- Examples of talking points used
- Input on CUCSA’s best accomplishments
- Communicating the value of CUCSA
- How CUCSA has helped your personal or professional journey
- And more...

Sharing of your information can happen over the phone – or in person if you are on the same campus as one of our workgroup delegates! **Please contact me by February 14th at [\(email address\)](#) if you’re interested.**

We hope you will consider taking time to participate. Not only would your input be a valuable contribution to our project, but also your leadership could make a great impact on the experience of this year’s delegates.

Sincerely,

(Name)

(Junior/Senior) Delegate, (Campus)

On behalf of:

(List workgroup delegates)

Appendix C: Interview Responses

Note: Responses were collected via email and/or personal interview and have not been edited for content. They have been edited for spelling and anonymity only.

Question 1: How would you best describe CUCSA to someone who is unfamiliar with it?

- It's a group of staff representatives who work to advocate on behalf of staff to campus and systemwide leadership.
- It's a group of staff representatives who are involved in matters of interest and concern to University of California staff.
- I described it as the UC-wide body that does what the local Staff Assembly does with regards to providing a staff voice. That group is able to meet regularly with UC-wide administrators as well as UC Regents. The CUCSA officers have regular, direct meetings with the UC President to give an unfiltered staff perspective.
- A group of concerned staff that are interested in the well-being of other staff. Most are specifically interested in affecting our business processes for the better.
- I describe it as the UC-wide body that advocates for staff. The group meets regularly with UC administrators and UC Regents. The CUCSA officers also have regular meetings with the President to provide a voice for staff.
- CUCSA is the systemwide staff organization with representatives from each of the 10 campuses, UCOP and LBNL. The group works on staff issues, provides a united voice for all UC staff, and advises UCOP and the Regents on issues of importance to staff.
- CUCSA is a group made up of representatives from the 10 UC campuses' Staff Assemblies. It advocates on behalf of staff and seeks to advise UCOP and the Regents on issues important to staff. CUCSA helps provide a united (10 campus) voice and presence for staff. The power to coordinate efforts across campuses is important. It's not each campus staff group acting on their own.
- It's a group that discusses staff welfare issues and makes it happen by working closely with representatives from various UC campuses, Berkeley Lab and UCOP in association with UC administration.
- It is the systemwide staff advisory group represented by every campus, lab and the office of the president.
- On each campus we have a Staff Assembly – This a group of staff that represents our staff

interests to the chancellor of the campus. Each year, we send two members to the CUCSA (Council of UC Staff Assemblies) meeting where we collaborate with other staff representatives from other campuses. We get educated on the latest issues facing the UC system and they relay information to us that they would like us to bring back to our campuses. They use our group to sense the pulse of the UC staff in general on various issues. We in turn have an opportunity to bring forward our campus concerns and decide which ones we would like to bring forward to our Staff Advisors to the Regents.

- CUCSA is the UC-wide organization that includes representatives from all the campuses' Staff Assemblies. CUCSA representatives work on a UC-wide basis and in collaboration with other stakeholders for staff, including the Staff Advisors to the Regents. CUCSA supports the University of California by collaborating across UC to affect change and communicate at the higher level regarding issues that are important to and impact staff.
- Each campus has a Staff Assembly; CUCSA is the coordinating point for all of the Staff Assemblies to coordinate their efforts with UCOP.
- CUCSA is a group of representatives from all 10 campuses and the lab who meet quarterly to discuss issues related to staff.
- A systemwide representation of staff devoted to creating a growing and healthy working environment for staff at the UC's.
- CUCSA is the formal staff organization recognized by UC. While CUCSA is made up of delegates from each campus/lab, it is different from campus Staff Assemblies in that CUCSA is viewed as the official voice of UC staff. CUCSA can get things done at a systemwide level.
- CUCSA is the Council of UC Staff Assemblies. Every location has Staff Assembly, and each one selects 2 individuals to provide a campus-specific perspective on the high priority issues of non-represented staff.
- Group of staff that have been elected by their local campuses to be a voice of their Staff Assembly at the system-wide level. We specifically look at issues related to non-represented staff, such as performance management, career development, and other policies that promote success of staff at UC.
- Staff Assembly is like a student council for staff; CUCSA is like a student council for staff on steroids.

Question 2: What are CUCSA's major accomplishments or initiatives?

- Accomplishments can be tied back to the white papers/workgroup reports, bringing issues to the forefront. Compensation 101; discounted pricing on Extension courses; systemwide job board. While Career Tracks did not come directly from CUCSA, CUCSA was persistently outspoken regarding the issues with the existing classification system and its problems. Job families and career tracks were the obvious solution.
- The Staff Engagement Survey is the most recent major accomplishment as well as CUCSA intervention and advocacy a couple of years ago when the pension program was undergoing major restricting. Also many of the topics that the workgroups work on from year to year. Many of the same issues come up and although the successes are not always immediately transparent – the areas that need attention are repeatedly brought forward to leadership.
- Establishing the Staff Advisors to the Regents, influencing policy decisions such as post-employment benefits, continuously providing perspectives through annual reports to the UC Regents on a variety of pertinent issues from diversity issues, recruitment and promotion practices, impact of budget reductions/furloughs, development opportunities, etc. (hard to remember it all). Still looking for tuition discounts for dependents of career employees. :)
- Working with the Academic senate to preserve retirement benefits. Keeping pressure on UCOP for educational benefits. Affecting change within UCOP business processes such as career development and mandatory supervisor training.
- Influencing policy decisions, providing perspectives through annual reports on a variety of issues.
- Every year CUCSA members work in groups on various issues and prepare white papers on topics such as educational benefits for staff and staff dependents, mandatory supervisory training, etc.
- CUCSA was involved, with many other groups, in securing domestic partnership benefits for staff and faculty and was instrumental in the establishment of the Staff Advisor to the Regents positions.
- Two that come to mind immediately are the establishment of the Staff Advisor to the Regents position and the domestic partnership benefits.
- Domestic partnership benefits and the Staff Advisors to the Regents
- One of CUCSA's biggest recent accomplishments was the Staff Engagement Survey. CUCSA has also been working on improving Strategic Communications (between UC and campuses, and between higher level management and mid-level staff), as well as communicating and representing the staff perspective and impacts on issues like retirement, furloughs, merit

increases, recognition and rewards, and benefits including education discounts.

- Staff Advisor to the Regents and the UC-wide Engagement Survey
- Staff Advisor to the Regents, domestic partner benefits, Engagement Survey, merit increases, educational benefits, and supervisor training
- Staff Advisor to the Regents; many workgroups focusing and making progress on staff concerns
- Staff Advisor to the Regents was a major accomplishment, various workgroups that can impact UC policy, having staff representation on presidential searches.
- CUCSA was instrumental in the creation of the Staff Advisor to the Regents positions. (This took 17 years!); Continual attempts to move for Educational benefits; its ability to create and maintain long term strategies for its initiatives; Over time, CUCSA has created a reputation of thoughtful, well-informed staff.
- Staff Advisor to the Regents. Work that's been done around educational benefits for staff; Issues around domestic partnership and benefits to non-married couples. Voice that staff has around the selection of the university President – specifically through Staff Advisory committee that is led thru CUCSA. Systemwide job board → we need to continue to make sure this improves. Engagement survey.
- Thinking about this year in particular, it's been our internal work on CUCSA in terms of bringing clarity to the group, asking questions about what our purpose is

Question 3: Who do you feel is CUCSA's target audience?

- Campus and OP Leadership. Trying to gather stuff from campuses and hand info to influence campus/op leadership. Gathering (audience staff).
- Campus staff and leadership both at the campus locations and systemwide.
- Senior UC administrators, UC Regents, senior campus administrators, local assemblies.
- All staff, plus the Board of Regents.
- Staff through local assemblies, senior campus administrators, senior UC administrators, UC Regents.
- UC Leadership, including the regents as well as UC staff.
- UCOP, campus leadership, and the Regents
- Every staff member on campus; administrators too

- The entire system including the Regents.
- Our target audience is our staff.
- CUCSA's target audience is UC and campus level leadership
- All Staff
- UCOP, local campus leadership, all staff
- Other staff as well as Administration
- I think ideally it should be staff, but in reality I think CUCSA is trying to meet the goals of the CUCSA leaders in any given year. What CUCSA is and does is unknown to most staff.
- Senior systemwide leadership; Senior leadership on the campus level (ideally this is the Chancellor)
- (1) non-represented staff and (2) senior admins at office of the President (help with policy and messaging)and (3) the CHRO's from the campuses (help or prevent change)
- As we're defined right now at least, our target audience is staff.

Question 4a: What are the most important benefits of CUCSA? For staff?

- That we're advocating on their behalf (we're lobbyists) – political body for staff (they don't always agree – intent is genuine).
- We exist to represent their best interests.
- Input to decisions from a UC-wide perspective, providing an alternative, professional approach to informing senior leadership of staff issues. This is in comparison to angry staff who may appear at Regent's meeting from time to time to voice their opinion. For staff who participate in CUCSA, it is a great opportunity to know more about how UC operates as a whole and an opportunity to participate in major UC-wide decisions by gathering information and presenting useful information to influence decision makers. It is a development opportunity in identifying problems, opportunities, and options for change and presenting them to high level executives.
- Ability to impact UC systemwide when they otherwise would only have access to local campus operations.
- Input on decisions, providing an alternative, professional approach to informing senior leadership of staff issues.

- The most important benefit is that CUCSA provides a voice directly to UC leadership and has regular meetings with them to discuss issues of importance to staff.
- The benefit of CUCSA's advocacy on their behalf.
- CUCSA works on issues that concern staff and their success on these issues benefit us.
- To have a systemwide voice.
- The benefits as I mentioned before are that there is power in numbers and by coming together, we can better represent staff interests. Another benefit is when our campus is looking for a staff representative they know that they can call a member of Staff Assembly to serve.
- CUCSA provides a powerful voice for staff and an opportunity for staff to be represented and start a dialogue with UC and campus leadership to discuss issues that impact staff. CUCSA representatives also contribute by providing a "free" resource to use in collaborative efforts, such as the Engagement Survey. Participating in CUCSA is also an excellent professional development opportunity to expose staff to broader campus and UC issues, and grow staff into higher level positions.
- Leadership opportunities and strong advocacy/representation with UCOP
- providing a staff voice for unrepresented staff, visibility with UCOP and local leadership, partnership opportunities with local HR
- You have an advocate in CUCSA
- Having a voice that is recognized.
- It is an organization that exists, and through time and relationship building, can continually raise awareness of staff issues, over time can create desired changes.
- Raise awareness of staff's relevant issues to higher leadership; call out inequities within the organization
- Connects staff to higher level leaders that may not otherwise get to encounter.
- CUCSA is a voice for staff that's at the table. It's also a group that can affect change directly for staff based on those relationships, and holding OP accountable for doing what they say they are going to do. A way to educate OP about the concerns of non-rep staff. Also we can do this with Faculty Senate and the Regents. Relationship between CUCSA & the Staff Advisor to the Regents is very important! CUCSA is the major feeder of info to the SAR.
- Professional development opportunities through direct participation with CUCSA as a delegate (workgroups, networking, developing relationships, exposure)

Question 4b: What are the most important benefits of CUCSA? For campus leadership/organizations?

- Enables campus leadership to know what's going on at campuses through staff delegates.
- We serve as a conduit to leadership with respect to what's happening systemwide with staff and what the concerns are.
- Provides them with an alternative perspective to those provided in the standard organizational chain of command structure and provides a broad perspective.
- Communication/input from staff that participate in the daily operations.
- Provides broad perspective, in contrast to the standard, organizational chain of command structure.
- CUCSA provides information from UC leadership to the campuses.
- Greater awareness of issues important to staff on a systemwide level.
- CUCSA is an avenue for campus leaders and organizations to consult with on issues that will affect UC staff. For lack of a better term, CUCSA serves as a bridge between campus leadership, the UCOP leadership, and staff.
- To have a systemwide voice.
- More direct feedback from line-level staff
- Direct information from day-to-day staff
- You have an advocate in CUCSA (we are all in this together)
- Having a group to consult and include on all issues related to the university. Students and faculty are organized and so are staff, but we need to remind new leaders!
- Not as much value on the campus level. What should be of most value to the campus leadership is their local Staff Assembly. "Canary in the coalmine." Leaders can hear about issues before they rise to the surface in another way → speaking respectful truth to power in a way that the message can be heard.
- When it becomes time to respond to a policy change, there are ways in place to make that happen. For example, when we were getting info about furloughs, we could reach out to our networks, collate, and then send it back to OP in ways that makes sense and is clear and precise. Also did this with the layoff policy.
- The idea that if leadership addresses us, they are addressing staff. We are the entry point to staff; by hearing from us, they are hearing from staff.

Question 5: When you served as a CUCSA delegate, which campus leaders/organizations did you interact with the most?

- Nathan Brostrom, HR, Communications
- HR, Communications, Affinity Groups
- I interacted with the Chancellor, the local HRO, and Academic Senate Chair and the target organizations of the CUCSA group I was involved with.
- Nathan Brostrom, Peter Taylor, Joe Epperson.
- I interact with the Chancellor and the local CHRO.
- Juliann Martinez
- Chancellor, EVC, Vice Chancellor for AS, CSAC
- The UC San Francisco and the UC San Diego representatives.
- Staff Assembly delegates, CSAC chairs, Assistant to the Chancellor
- As a CUCSA delegate, I was able to interact with the executive departments on campus who would seek us out for input on UC matters. I think it has great value in that it keeps our staff well represented in all UC issues.
- Staff Advisors to the Regents, UCOP, workgroup participants
- Staff Assembly, Chancellor, Provost EVC, Associate Chancellor
- Chancellor, Provost EVC, Associate Chancellor, CHRO, Juliann Martinez from UCOP
- Staff Assembly, EVC/Provost, Chancellor, other Management groups on campus
- Chancellor, EVC, Assist EVC, HR director but that was because I was on the Staff Assembly Council. Meaning I would have been at the meetings with leadership regardless of my CUCSA role. Also tried to connect with the Academic Senate representative to faculty welfare to discuss the UC Faculty/Staff Task Force (1999) but that didn't go anywhere.
- Local SA & Local HR (sponsor)
- CHRO (Need to have a sponsor at a higher level in the organization in order to have closer access to the chancellor)
- Local leadership – Nathan Brostrom, HR, Communications

Question 6: When you interacted with leaders/organizations, what type of talking points did you use when discussing CUCSA?

- I avoided the CUCSA thing
- Generally, it's in relation to a specific topic and the leader or organization is already familiar with CUCSA.
- They knew CUCSA already so the talking points were about the particular issues we are addressing and the information needed. In general meetings with the Chancellor or the HRO, I talked about the major issues addressed by the CUCSA group and how it will impact the campus.
- Usually they were topic specific. i.e. the hot topic of the day, plus any CUCSA agenda items
- In meetings with the CHRO, I talk about the major issues addressed by the CUCSA group and how it will impact staff.
- This has not come up for me yet.
- Most interactions were related to campus, not systemwide/CUCSA issues
- When discussing CUCSA, some of the talking points I used were the accomplishments CUCSA has made for staff welfare (which actually also benefited faculty) like the domestic partnership issue. Also, I've pointed out that some of the earlier Staff Advisors to the Regents have actually been CUCSA alumni.
- Nothing in particular; I would only explain what CUCSA was if asked.
- None
- Impacts of decisions on staff, issues important to staff (including improving communication channels, education benefits, retirement
- 1. CUCSA is Staff Assembly, but UC-wide.
2. Here's what I have heard from other campuses
- Staff input is important and we like to be heard, especially non-represented staff who don't always have a voice
- Progress on staff initiatives; we listened to their ideas, ran our ideas past them
- Sorry, don't recall.
- Bring back to our local Staff Assembly, not just "it was a nice meeting," but brought back "these were the issues that were raised. What, if anything, is our local SA role in bringing these issues

forward?”

- I used what was in my head. I didn't have a specific list. A lot of the interaction happened at the BSA leadership level more than the CUCSA delegate level.
- None

Question 7: When you interacted with staff, what kinds of talking points did you use when discussing CUCSA?

- We are a group of staff representatives who work to advocate on behalf of staff to campus and systemwide leadership.
- This was limited to updates with the Staff Assembly. Talking points were usually items/issues CUCSA was focused on as well as interesting information from CUCSA guests such as UC Regents and UC leaders.
- Access to all levels of management at UCOP and other UC campuses. The Chancellor or Provost has always participated in CUCSA when their schedules allowed it. Our biggest allies for change are our local Chancellors.
- In updating our local Staff Assembly or speaking with members of other affinity groups, I outline issues CUCSA has focused on as well as interesting information from CUCSA guests.
- Same as answer for question #1.
- Discussing CUCSA's mission. I think it's important to share with local staff that they are part of a larger staff group which is working on their behalf. It's important to remember that many issues are UC, not just specific campus, issues.
- When discussing CUCSA, some of the talking points I used were the accomplishments CUCSA has made for staff welfare (which actually also benefited faculty) like the domestic partnership issue. Also, I've pointed out that some of the earlier Staff Advisors to the Regents have actually been CUCSA alumni.
- Just that it was a systemwide staff group.
- We would share notes and discussion items from CUCSA meetings, and ask for discussion topics/issues to present.
- CUCSA (Council of UC Staff Assemblies) is a leadership opportunity and helps you understand the rest of the UC system
- CUCSA is a voice for non-represented staff
- We wanted to hear their concerns and what works. We also took the opportunity to share the

committee work.

- Benefits of CUCSA—opportunity: to see the big picture for UC; visit other campuses; meet other staff; meeting Regents; professional leadership development/teamwork.
- I was mindful when talking with fellow staff that I could be information gathering “at the cooler” to hear the conversations about issues. Mindful to having purposeful meaningful conversation, not just chit chat. Trying to bring people to a deeper conversation – I had an obligation to go back and know the pulse of my campus.
- Nothing specific
- None

Question 8: How do you feel CUCSA helps the UC system?

- The founding fathers of UC when they built this system had a body of students called the student association and the faculty association. This was a shared governance environment and they wanted representative of influence to represent the issues of their peers. CUCSA represents staff issues to senior leadership.
- CUCSA are the staff association basically (just as students and faculty have their own associations). CUCSA is the eyes and the ears and the voice on behalf of staff with senior leadership and in some respects, vice-versa.
- It is a professional organization that effectively provides the same or greater value than consultants brought in by the university to research an issue, identify specific areas for improvements and changes, and recommends changes. It also helps the UC system by providing a professional view of staff.
- CUCSA engages staff to truly work as part of the shared governance within the UC. Our combined efforts with the Academic senate really work and don't move at the normal glacial pace.
- CUCSA provides a professional view of staff.
- The most important thing is the advocacy role it plays.
- By providing a unified message from the Staff Assemblies. While it does not speak “for” all staff, it does speak on behalf of staff.
- It keeps the discussion going for what it is that staff need and that helps the entire UC system. I remember someone quoting that staff are in every building and corner of campus (words to that effect). CUCSA also validates our important contribution to the system as a whole.

- It is a professional staff voice to OP and the Regents.
- Provide a forum for staff on a UC-wide basis to discuss and share ideas, build a broader UC-wide network, and provide a voice for staff at a higher level.
- CUCSA helps provide valuable feedback about how staff feel as well as gives UC leadership the benefit of staff experience, operating the machine that is UC
- CUCSA allows staff from all over the system to discuss common challenges and opportunities to create a better work environment
- It puts us in the heart of the action. We're included in decisions and provided current information
- Staff are the glue that holds the system together. It is only right that staff have representation as do students and faculty. CUCSA gives the staff increased credibility.
- (1) Raises awareness of concerns of staff to the individuals in a position of power to be able to do something with those concerns. (2) Contribution of workgroups. Workgroup content that moves something for the organization forward is the way we sell CUCSA's valuable to the organization because it's a tangible output. In order to be able to have those conversations, you need to continually contribute to the global need. And you do that via the workgroup. (This helps provide the reason to get our annual funding!)
- Keeps the staff voice alive; ensure it's happening at the local level and pushing down to from the senior level.
- CUCSA gives staff a voice.

Question 9: How do you feel CUCSA helps your campus?

- CUCSA helped our campus by hosting a quarterly meeting – raised awareness (rotation of meetings between campuses) but I don't know that CUCSA helps the campus but CUCSA gives information to the representatives by getting exposure to information that we wouldn't normally have. Strong steering committee.
- Representatives get exposure to systemwide issues that they wouldn't necessarily be privy to – broader engagement. Ideas to bring back to local staff assemblies.
- It helped to validate local issues as major UC-wide issues rather than isolated to the campus and provided recognition of the local campus during CUCSA visits. There is a sense of pride and promotion for the host campus. It also stimulates conversations and gathers ideas from other campus areas that would help the local campus.

- I find that we are more likely to take a good business practice from another UC and implement locally than we are to wait for it to work its way through UCOP.
- It provides recognition of the local campus during CUCSA visits. Participation in CUCSA provides an opportunity to get ideas from other campuses that help the local campus.
- Through CUCSA I receive information that is not yet available to the campuses. This allows us to prepare for any issues that may result.
- See question 8 answer
- CUCSA tends to hear about issues and new policies well before any announcements are made to the campus. Our CUCSA representatives can then discuss such issues with administrators if need be and sometimes are actually better informed than some of our administrators.
- Another outlet for voicing staff concerns
- CUCSA allows UCLA to share issues and concerns at the higher level, and provides an opportunity for professional development for Staff Assembly leaders.
- CUCSA provides a conduit to the other campuses to find common/best-practice solutions
- CUCSA helps our campus learn about systemwide issues and work with delegates from other campuses to come up with solutions
- We are represented as a staff voice all the way up to UCOP
- Helps us find out what is going on systemwide and we can “borrow” great ideas from other campuses.
- By knowing the pulse of the local campus to be able to bring that forward to higher-level leadership, as well as bringing the issues to campus. Allows campus pulse to go up, and the issues to come down. One of the important things that delegates need to do is educating their Staff Assemblies is about what the broader work of SA on the system-wide level and to guide them towards developing a focus on these kinds of issues (not just party-planning). Create an infrastructure to capture the voice of your location back out to the systemwide SA.
- Way for systemwide info to be distributed locally; also for local info to be funneled systemwide.
- By providing the opportunity for exposure and the exchange of ideas

Question 10: How has CUCSA helped your career?

- Given me more confidence and opportunities to communicate with leadership; to demonstrate my passion for staff issues; expanded my network. This also made me better at my day job. They've seen that I have integrity.
- Expanded my network; greater confidence from participating in workgroups and making presentations
- CUCSA has not really helped my career at this point, although it has helped in general my stature on this campus and helped to network with other UC staff, which can help in the future.
- It allows me with access to the highest levels of the institution which helps me do my job, or shine light on items that are preventing me do my job. It has not helped my career at all to this point.
- That remains to be seen, but I am hopeful that it will help to network with other UC staff.
- I do not feel that I have enough experience to be able to answer this question.
- Serving on CUCSA gave me a much better understanding of the overall structure and workings of the University and helped foster an understanding of the University as one entity with ten campuses, opposed to each campus existing on their own. This helps in everyday interactions in my job, offering a better perspective.
- I don't necessarily think that it has, but I'm glad for the experience.
- It has enhanced, not helped my career. I have an immense network of colleagues from Davis to San Diego that I know I can call upon if need be.
- It has helped my career in that is has given me a greater understanding of the big picture of being a part of the UC system. I am now able to share that knowledge with my other staff members.
- Since my CUCSA experience, I have been able to promote and move across campus. One of the key reasons that I was a strong candidate for my current job was my broad campus and UC-wide network and my ability to work a higher more strategic level. CUCSA helped me understand UC and the broader campus issues, which definitely helped position me for growth in my career on campus.
 - a. It provided me a greater comfort with leadership and my own leadership style
 - b. Increased face-time with senior leadership
 - c. Increased networking opportunities
- CUCSA has not directly impacted my current career. However, it has provided me with exposure to leadership both locally and at UCOP.

- It allowed me to meet others from all the campuses, share ideas and processes, visit the campuses and instilled even more pride in the UC system
- No direct help in career advancement, but being part of the group is just one way staff has to round out their “career” and contribute to the campus and system is a meaningful way. For some staff serving on CUCSA may be the only systemwide experience of their career. (I had years of intersegment and segmental work responsibilities prior to being elected as CUCSA delegate.)
- You’re forever thinking of things in a global way – your scope widens forever; you also get insight into the uniqueness of each location. You can understand why some things have to be custom, but can also see where there are things that we can be more integrated; To create a solution, you truly need to have everyone at the table to get all of the perspectives; You have to be mindful of who is at the table and to make sure that the right people are there in order to craft the best solution; Political acumen.
- I think of the question as “how have I grown as an employee as a result of participating in CUCSA?’ My political acumen has increased tenfold; I have a bigger, better network; and I’ve developed connections with leaders – local and systemwide.
- Professional development opportunities through direct participation with CUCSA as a delegate (workgroups, networking, developing relationships, exposure)