

UNIVERSITY OF CALIFORNIA  
COUNCIL OF UNIVERSITY OF  
CALIFORNIA STAFF  
ASSEMBLIES  
***STRATEGIC PLAN***

*Review Annually – Last Reviewed March 2008*

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2007-08 DELEGATES

**Officers**

Kathy Mendonca, UCOP - Chair  
Joel W. Gonzales, UCSF - Chair Elect  
Shelley Brown, UCLA - Secretary

**Delegation**

**UC Berkeley**

Nancy Horton, Senior Delegate  
Beverly Skinner, Junior Delegate

**UC Davis**

Lin King, Senior Delegate  
Deborah Ellis, Junior Delegate

**UC Irvine**

Penny White, Senior Delegate  
Ramona Agrela, Junior Delegate

**Lawrence Berkeley National Lab**

Jeffrey Troutman, Senior Delegate  
Angela White, Junior Delegate

**UC Los Angeles**

Sabrina Lux, Senior Delegate  
Kyrie Bass, Junior Delegate

**UC Merced**

Robert Buel, Senior Delegate  
Brian Gresham, Junior Delegate

**UC Office of the President**

Howard Fallon, Senior Delegate  
Jennifer Damico, Junior Delegate

**UC Riverside**

Adrienne Sims, Senior Delegate  
Joseph "JC" Allen, Junior Delegate

**UC San Diego**

Anna Gandolfi, Senior Delegate  
Richard Laclair-Zoehrer, Junior Delegate

**UC San Francisco**

Heather A. Nichols, Senior Delegate  
Clair Dunne, Junior Delegate

**UC Santa Barbara**

Valerie de Veyra, Senior Delegate  
Kim Summerfield, Junior Delegate

**UC Santa Cruz**

Marco Garcia, Senior Delegate  
Ricki Carr, Junior Delegate

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**CUCSA MISSION AND ORGANIZATION**

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In support of the mission of the University of California it is the purpose of the Council of UC Staff Assemblies (CUCSA) to maintain and enhance communication within and across the University Community on matters of interest to staff employees in accordance with California laws and Regental policy.

Staff employees of the University of California are our constituency. CUCSA is involved in matters of interest and concern to those who are not exclusively represented and may address matters not within the scope of representation for those exclusively represented.

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## CUCSA CHARGE

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It is the responsibility of CUCSA to:

- Advocate for staff issues with the UC Regents and UC administration.
- Conduct research and offer recommendations to Administration on areas of importance to staff.
- Provide a staff perspective on particular issues when asked by the Regents or UC administration (such as staff input to the presidential search).
- Expose delegates to system-wide perspectives – enabling past delegates to become lifelong advocates for the University due to the perspective they gain from service on the council.
- Improve communication between all locations and among all levels within the UC-system.
- Train leaders.
- Provide leadership and advice to local staff assemblies.

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## OUR CRITICAL ISSUES

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Upon reaching out to the local assemblies throughout the University of California system, CUCSA has identified (in no particular order) the following broad issues as being of significant importance to staff:

- Adequate resources to meet productivity expectations
- Consideration of staff in communication messages
- Effective delivery of communication
- Tuition waiver—employee/dependents
- Wage equity— internal/market
- Morale
- Professional development
- Retention

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## GOALS, STRATEGIES, AND TACTICS

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In consideration of these critical issues, our Strategic Plan is designed to allow CUCSA to fulfill its roles as both communicator and advocate for staff concerns with the intention of being value-added in retaining and developing talented staff throughout UC.

**Goal 1: Ensure two way communications between University Executive Leadership and Staff. Foster respect, communication, and collaboration among staff and other members of the university community.**

Strategy: Provide a forum where University staff may discuss university related issues of mutual interest.

**Tactic 1.1:** Delegates and the CUCSA Steering Committee meet quarterly for up to 2 ½ days to share organizational best practices, communicate issues and develop leadership skills.

**Tactic 1.2:** Delegates and the CUCSA Steering Committee serve as instruments of communication for staff to bring forward concerns to CUCSA and University Leadership and receive responses through the same channels.

**Tactic 1.3:** Delegates and the CUCSA Steering Committee respond to University communications as needed to address issues of concern for staff.

**Goal 2: Serve as a source for information and staff perspective to the UC administration and others on policies, processes, or other matters of mutual interest.**

Strategy: Provide reports with relevant data, analyses, and recommendations.

**Tactic 2.1:** CUCSA Workgroups

**Tactic 2.2:** Ad Hoc Committees

**Tactic 2.3:** Serve on the Systemwide Staff Diversity Council standing committee

**Tactic 2.4:** Archival Mechanisms

**Goal 3: Ensure continued support of CUCSA**

Strategy: Ensure value of CUCSA is visible throughout the University of California

**Tactic 3.1:** CUCSA executive leadership meets regularly with UCOP executive staff and leadership of the Academic Senate

**Tactic 3.2:** CUCSA executive leadership meets regularly with Staff Advisor to the Regents

**Tactic 3.3:** Provide reports to Administration on relevant issues

**Tactic 3.4:** Ensure Regents attend CUCSA Quarterly meetings

**Tactic 3.5:** Align with our local UC staff assemblies

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## WORKGROUPS

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The majority of the work done by CUCSA is accomplished through its workgroups. The main focus of the workgroups is to gather data, analyze, address, and provide solutions to the issues identified above as being of the greatest importance to staff. Additional workgroups may be formed around a topic or issue also relevant to the CUCSA mission and charge. Every delegate is appointed to a workgroup for a one year term by the Chair in consultation with the Vice Chair and Secretary. The product of the workgroup is a meaningful year-end report that moves forward to UC administration and the Regents.

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## WORKGROUP PRIORITIES

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CUCSA has identified the following priorities to be topics for workgroups for the next three to five years:

- 1) To address issues of broad importance to staff annually—in addition to a standing committee to review and address CUCSA—related policies and procedure, each year workgroups will embrace two or three of the issues identified in the “Our Critical Issues” section above.
- 2) To build on past accomplishments and successes—CUCSA should continue to be aware of and build upon the products of past workgroups. Past work group reports are available on the CUCSA [website](#) on the following topics:
  - Diversity
  - Faculty/staff partnership
  - People management initiative
  - Policies and procedures
  - Principles of community
  - Staff Advisor to the Regents
  - Staff housing
  - Staff mentoring
  - Workforce evolution

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## AD HOC COMMITTEES

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In addition to the analysis undertaken by the larger workgroups, CUCSA delegates are frequently asked to form ad hoc committees in order to address special one-time needs. For these special one-time needs, delegates are asked to volunteer for ad hoc committees. The ad hoc committees are assigned to work on a single issue or question. When the work is completed, the commitment to the committee is also completed. Ad hoc committees are not expected to run the entire year. The results produced by an ad hoc committee are presented to the CUCSA leadership and may be forwarded to the UC administration and the Regents, if appropriate.

Examples of past ad hoc committee work is as follows:

- Development of position papers
- Drafting and vetting of official CUCSA responses to University issues
- Presidential selection

- Review and update of documents
- Website maintenance

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## 2007-2008 PRIORITIES

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In consideration of the above priorities, the following workgroup and ad hoc committees have been established for CUCSA year 2007-08:

### 1) Workgroups:

- a) Retention—The CUCSA Workgroup on Staff Retention will provide analysis on those areas which University of California staff members have identified as important to their continued involvement with UC. The purpose of our analysis is to assist the University of California in increasing operational efficiencies through the reduction of employee turnover.
- b) Policies and Procedures—The Policies and Procedures Committee (a standing committee of CUCSA) will update the working procedures for the election coordinator, clarify delegate expectations, update CUCSA's history for the website and CUCSA binder, update CUCSA's travel guidelines, revise the CUCSA meeting planning checklist, update the CUCSA Secretary's role, create a profile of all UC Staff Assemblies, and create a frequently asked questions sheet for CUCSA delegates. The Policies and Procedures Committee will also create the 2008-09 CUCSA budget request and 2007-08 final CUCSA budget for the Office of the President.
- c) Communication - The project's primary focus is to improve the communication between University leadership (Regents, the President, etc.) and staff. This effort takes on two facets – 1) Mechanisms for communication and 2) Message content and its affect on faculty, staff and student perceptions. Given the breadth of these two facets, the workgroup is focusing on a gap analysis of the mechanics of communication and will transition into content evaluation and recommendations further along in the cycle of the work group.

### 2) Ad Hoc Committees:

- a) Strategic Plan—to establish a framework of focus and direction for CUCSA.
- b) Tuition Fee Waiver (employee only) —To highlight discrepancies in the “reduced course-fee program,” often referred to as the “fee waiver program” recommending a careful review of the program, and creation of clearly written implementation guidelines to establish how staff can access this benefit.
- c) Website Review—to review the current CUCSA website to determine if it supports CUCSA's mission by determining what content remains relevant, what's missing, and functionality of the site's layout.
- d) CUCSA Official Response Team—to draft and vet official CUCSA responses to University issues.