

**University of California
Council of University of California Staff Assemblies
Strategic Plan**

Review Annually – Last Reviewed October 2008

2008-09 Officers and Delegates

Officers

Lin King, UCD—Chair
Nancy Horton, UCB—Vice Chair
Beverly Skinner—Secretary

Delegation

UC Berkeley

Beverly Skinner, Senior Delegate
Paul Riofski, Junior Delegate

UC Davis

Jacob Eres, Senior Delegate
Peter Blando, Junior Delegate

UC Irvine

Stephanie-Jean Hinojosa, Senior Delegate
Andrea Denish, Junior Delegate

Lawrence Berkeley National Lab

Stefano De Santis, Senior Delegate
Maryann Villavert, Junior Delegate

UC Los Angeles

Kyrie Bass, Senior Delegate
Maureen Wadleigh, Junior Delegate

UC Merced

Brian Gresham, Senior Delegate
Gary Lowe, Junior Delegate

UC Office of the President

Christopher M. Rivers, Senior Delegate
Ravinder Singh, Junior Delegate

UC Riverside

Sue Anderson, Senior Delegate
Kerwin Lawrence, Junior Delegate

UC San Diego

Richard Laclair-Zoehrer, Senior Delegate
Chuck Morgan, Junior Delegate

UC San Francisco

Clair Dunne, Senior Delegate
Kathryn (Kathy) Jackson, Junior Delegate

UC Santa Barbara

Kim Summerfield, Senior Delegate
Stephanie G. Coghlan, Junior Delegate

UC Santa Cruz

Ricki Carr, Senior Delegate
Connie Croker, Junior Delegate

CUCSA Mission and Organization

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.

CUCSA Charge

It is the responsibility of CUCSA to:

- Advocate for staff issues with the UC Regents and UC administration.
- Conduct research and offer suggestions 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.

Critical Staff Issues

Upon reaching out to the local assemblies throughout the University of California system, CUCSA has identified the following broad issues as being of significant importance to staff: (listed alphabetically)

- Adequate resources to meet productivity expectations
- Consideration of staff in communication messages
- Effective delivery of communication
- Fee waiver proposal for employee dependents
- Morale
- Professional development
- Reduced fee enrollment policy inconsistent implementation
- Retention
- Wage equity— internal/market

Goals, Strategies, and Tactics

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 suggestions.

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 that the 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.

Workgroups

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 Chair Elect and Secretary. The product of the workgroup is a meaningful year-end report that moves forward to UC Administration and The Regents.

Workgroup Priorities

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—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

Ad Hoc Committees

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 official CUCSA responses to University issues
- Presidential selection
- Review and update documents
- Website maintenance

2008-2009 Priorities

In consideration of the above priorities, the following workgroup and ad hoc committees have been established for CUCSA year 2008-09:

Workgroups:

Policies and Procedures (Standing Committee)

The Policies and Procedures Committee will update and revise the following documents as needed:

- CUCSA working procedures
- CUCSA procedures for election coordinator
- CUCSA's travel guidelines
- CUCSA's history for the website
- CUCSA delegate expectations
- CUCSA secretary's role
- CUCSA meeting planning checklist
- CUCSA officer and delegate information
- CUCSA frequently asked questions sheet
- CUCSA meeting planning checklist
- UC Staff Assemblies

The Policies and Procedures Committee will also oversee junior delegate expenses and provide leadership with the annual budget for the Office of the President.

Communication (Standing Committee)

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.
2. Message content and its affect on staff, faculty, and student perceptions. Given the breadth of these two facets the workgroup will focus on a gap analysis of the mechanics of communication and will transition into content evaluation and suggestions further along in the cycle of the work group.

Internal Communication Committee

- Work on internal communications within CUCSA

Staff Retention

- Continue to review staff surveys and identify areas of greatest concern to be communicated to The Regents via the CUCSA Chair.

Ad Hoc Committees

- Fee waiver
- Fund raising
- Special projects