



October 1, 2010

Chancellor Henry T. Yang
University of California, Santa Barbara
5221 Cheadle Hall
Santa Barbara, CA 93106-2030

Dear Chancellor Yang,

The Chancellor's Staff Advisory Council (CSAC) is pleased to present you with our 2009-10 *Annual Report*. CSAC had another productive year; however, while we were able focus on researching and identifying issues of importance to UCSB staff during the budget crisis, we were not able to implement as much change as we would have liked. Each subcommittee's report is included for your review; however, we have selected from the reports a number of key recommendations that the full Council would like to call to your attention.

Staff Celebration Week

This year, the Staff Celebration Week (SCW) Committee used the model that was set up last year to keep costs down while focusing on activities to increase staff morale and positivity on campus. We aimed to match the budget of last year's event which was done very cost-effectively. Advertisement started early for the week of activities with the creation of a Facebook event page which was added by the UCSB Staff group. A letter of support from the Chancellor later followed, along with an electronic "Save-the-Date" and paper invitation. ***We recommend keeping this event going each year as a luncheon and continuing to make staff feel appreciated and recognized, no matter what the budget may look like.***

Listserv

We successfully launched the S-List for staff on September 1, 2010 in collaboration with Staff Assembly. This was a huge accomplishment for us this year that took over 3 years to complete. We thank all who supported us.

Bylaws

We revised the Bylaws this year for more consistency and clearer understanding. (Attached)

Budget

UCSB's budget was and will continue to be an issue that overshadows all others over the next few CSAC terms. Decision-making leading up to any significant actions affecting staff should include staff representation and consultation.

Communication with the Chancellor's Office

Despite being the "Chancellor's Staff Advisory Council", CSAC had little interaction with the Chancellor this year, and felt that the Council was not used as effectively as it could as a resource. CSAC would again like to request that this change in 2010-11, and ***strongly recommends that the***



Chancellor meet with the Council on a quarterly basis. In addition, CSAC recommends increased communication with the Chancellor's Office Representative to obtain briefings on campus issues relevant to staff.

Work-Life

In 2009-2010, the Committee identified a number of areas in which staff feel needs are not being met by the current Work-Life services that are offered on campus, which are detailed in the Committee's report, attached. ***Council recommends that the campus establish a Work-Life Advisory Committee, composed of both staff and faculty, to consider these concerns in detail. The council also recommends that this committee evaluate the possibility of restoring a full time employee in charge of Work-Life issues in Human Resources.***

Professional Development

The Professional Development committee worked to identify and discuss issues surrounding professional development opportunities at UCSB for Staff. The Professional Development Committee of 2008-2009 advocated for the development of a Campus-wide Mentorship Program for Staff. Through the support of the Chancellor's office and Office of Human Resources an initial campus-wide planning committee was created in 2008. Unfortunately, this project was put on hold for the 2009-2010 fiscal year. The Professional Development committee is strongly committed to the development and enhancement of multiple professional development opportunities for UCSB staff especially during this time of economic strain and uncertainty. To that end the CSAC Professional Development committee collaborated with UCSB's Professional Women's Association to jointly sponsor a professional development workshop at the May 2010 PWA Conference.

We recommend that CSAC continue to evaluate staff needs for professional development and to advocate for the speedy implementation of the Mentorship Program. In addition we recommend CSAC continue to seek partnerships with other staff organizations on campus to provide professional development opportunities.

In Conclusion

CSAC maintained its focus on critical staff issues during the 2009-2010 term including the ongoing budget crisis, Work/Life, Professional Development and communication via the S-List. The latter will become a powerful tool giving staff access to information about opportunities, events and issues. CSAC continued its successful collaboration with other campus organizations to coordinate the Chancellor's Staff Celebration Week. As we weather the difficult financial climate, such events take on a greater importance by providing an avenue for camaraderie amongst the staff community. The membership recognizes the Chancellor's increased responsibility to the entire campus population, students, faculty and staff, but urges him to consider a more dynamic presence on the council. In the 2010-2011 term, CSAC hopes to amplify its visibility at UCSB as a body comprised of individuals enthusiastically dedicated to exploring issues facing staff and communicating its findings to the Chancellor and the greater campus community.



Sincerely,

Sally Lombrozo

Co-Chair, Chancellor's Staff Advisory Council, 2009-10
Religious Studies

Kori Soltz

Co-Chair, Chancellor's Staff Advisory Council, 2009-10
Housing and Residential Services, Residential Dining Services

Mayra Alcala

Co-Chair-elect, Chancellor's Staff Advisory Council, 2010-11
Housing and Residential Services, Apartment Living

Ryan George

Co-Chair-elect, Chancellor's Staff Advisory Council, 2010-11
Housing and Residential Services, Residential Dining Services



**REPORT TO THE CHANCELLOR
FROM THE CHANCELLOR'S STAFF ADVISORY COUNCIL (CSAC)
2009-2010**

CSAC Membership 2009-10

Mayra Alcala, Housing & Residential Services
Hazel Ando, Athletics
Barbara Byrge, College of Engineering
Sandra Camp, Educational Opportunity Program
Ryan George, Housing & Residential Services
Christine Griffin, Office of the Vice Chancellor, Administrative Services
Tom Hastings, Athletics
Andrea Helfer, Admissions
Melanie Hoven, Academic Personnel
Sally Lombrozo, Humanities & Fine Arts, Religious Studies
Margaret McMurtrey, French & Italian
Julie Miller, Office of Public Events
Michelle Morris, Graduate Division
Kathy Murray, Law and Society
Denise Rinaldi, Associated Students
Eve Rothfarb, Office of the Registrar
Kori Soltz, Housing and Residential Services
Kimberly Tapia, Contracts and Property
Christopher Wilderman, College of Creative Studies
Mary York, College of Letters & Science, Social Sciences

Lydia Davenport, Staff Assembly Representative; College of Engineering
Kevin McCauley, Chancellor's Office Representative

CSAC Important Meetings & Guest Speakers 2009-10

- September 10: CSAC New Member Orientation
- October 1: CSAC Annual Kick-Off Luncheon
- October 8: Chancellor Henry Yang and Cynthia Cronk, Director of Human Resources
- December 10: Bill Shelor and James Wagner, Transportation Alternatives Board (Report)
- February 11: Willie Brown, Executive Director, Housing & Residential Services
- July 8: Priscilla Mori, Office of the OMBUDS



**REPORT TO THE CHANCELLOR
FROM THE NOMINATIONS COMMITTEE
2009-2010**

CSAC continues to serve as the primary facilitator for staff appointments to campus committees, including employment search committees and administrative evaluation committees. We provide a safe, non-threatening mechanism for staff members to self-nominate or nominate others for participatory roles in service to the campus. This service in turn provides a benefit to a number of advisory committees charged by the Chancellor, the Executive Vice Chancellor, and other campus Vice Chancellors.

Eve Rothfarb chaired the Nominations Committee, assisted by Sally Lombrozo, who will rotate into the role of chair for 2010-11.

The Nominations Committee received and responded to the following:
Advisory Committee on Campus Climate, Culture and Inclusion, Mar. 10
Staff member selected (no CSAC recommendation): Samuel Santos
Chancellor's Advisory Committee on the Status of Women (CACSW), Nov. 09
Staff representative recommended: Nadia Tapia
Staff representative selected: Hazel Ando
Campus Elections Committee, Nov. 09
Staff representative selected (no CSAC recommendation): Denise Rinaldi
Campus Planning Committee, Feb. 10
Staff representative recommended and selected: Linda Flegal
Childcare Advisory Committee, Nov. 09
Staff representatives selected (no CSAC recommendation): Julie Miller and Andrew Doerr
Design Review Committee, Feb. 10
Staff representatives recommended: Daniel Belding and Jennifer Hernandez
Staff representatives selected: Barry Colwell and Donna Coyne
Director of Human Resources Search Committee, Jun. 10
Staff representatives selected (no CSAC recommendation): Sue Hawkins and Robert Defendini



Intercollegiate Athletics Policy Board, Nov. 09
Search request withdrawn
Interim Board of Directors for a proposed UC Santa Barbara Community Housing Authority Search Committee, Mar. 10
Staff representative recommended: Barbara Walker
Staff representatives selected: Lance Heather and Barbara Walker
Parking Ratepayers Board (PRB), Oct. 09
Staff representative recommended: Aaron Jones
Staff representative selected: Chuck Haines
Parking Ratepayers Board (PRB), second position, May 10
Staff representative selected (no CSAC recommendation): Joe Van Thyne
SRB Governance Board, Nov. 09
Staff representative recommended and selected: Sandra Camp
Transportation Alternatives Board, Jun. 10
Staff representative recommended : originally Sam Rifkin was recommended, but he withdrew, and the subsequent recommendation (accepted) was Cynthia Ellestad
UCen Governance Board, Apr. 10
Staff representative recommended and selected: Matt Erickson

Legend:

Staff representative recommended, selected and accepted

Staff representative recommended

Staff representative selected and accepted (not the candidate recommended by CSAC)

The Nominations Committee makes the following recommendations for next year:

- Utilize the new S-List (when it is activated) for notifying staff of nominations calls.
- Continue to clarify the process of communication with the various staff groups requesting calls for nominations, especially regarding final selection of candidates recommended by CSAC. This might be done with the use of templates to request specific information, and re-phrasing of the calls.



**REPORT TO THE CHANCELLOR
FROM THE STAFF CELEBRATION WEEK COMMITTEE
2009-2010**

TO: CSAC Co-Chairs
Sally Lombrozo
Kori Soltz

FROM: SCW Co-Chairs
Andrea Helfer
Michelle Morris

RE: Staff Celebration Week Committee Annual Report 2009-2010

This year, the Staff Celebration Week (SCW) committee used the model that was set up last year to keep costs down while focusing on activities to increase staff moral and positivity on campus. We aimed to match the budget of last year's event which was done very cost-effectively.

Advertisement started early for the week of activities with the creation of a Facebook event page which was added by the UCSB Staff group. A letter of support from the Chancellor later followed along with an electronic "Save-the-Date" and paper invitation.

The SCW week committee collected three catering bids and ultimately the Chancellor decided to use UCEN catering. John Lazarus, Director of UCEN catering, worked with the committee to give us a bid that was within our budget. We increased the number of orders by 500 to make 2500 to avoid running out of food like last year. Sandwiches were ordered instead of burgers to reduce costs. Overall, we believe staff enjoyed the food and there was enough food for everyone to eat. The stage was moved to the Faculty Club side of the Faculty Green in hopes of guests being able to hear the speeches better. The SCW contacted American Paper and Plastic who offered to donate all compostable materials to make this a waste free event. UCEN staff was very helpful in covering the tables with paper and contributing to a very smooth event.

Additional tours and events were added throughout the week which had never been done before such as hula-hooping, a photography course, bike to work day, and a ropes course demonstration. We sent out about two calendars per department to reduce printing costs. The printing of the calendar, invitations, and programs were all done by AS printing which was not only the most affordable but the revenue was kept in the University. All tour sign-ups were done through an online registration system managed by the Chancellor's office.

Willie Brown, Director of Housing and Residential Services, was asked to speak at the Town Hall. His motivational speech was attended by about 70 people and the feedback was very positive.



SCW was a combined effort by so many campus departments and programs who graciously give their time to celebrate the UCSB staff. This year's SCW week committee was a great group of motivated and creative people who made the planning process extremely efficient. We want to thank all who contributed to making this week-long event a success.

Recommendations

Tours

Increase the number of tours available. Most of the tours filled up very fast. It would be nice to encourage tour leaders to offer more than one tour.

Move the yoga to a different location. Many people were unable to find Pearl Chase Park.

Town Hall

Offer snacks if the town hall is during the lunch hour. Send out an announcement early on to avoid conflicting with department lunches.

Marketing

Continue to have the Chancellor write a letter of support for staff to participate in SCW.

Be very clear of events on the calendar that are not free such as Human Resources courses possibly adding them to the end of the calendar as "Other Events Happening this Week"

Luncheon

Encourage the caterer to put all condiments on the side. There were no vegan options this year since mayonnaise was added to the vegetarian sandwiches.

Increase the number of cookies/brownies or move them to the food line. With a separate table with just desserts, people were more inclined to take more.

Increase the number of bottled waters.

Add an extra set of speakers about half-way down the length of the green.

Cut the table paper to 6 feet rather than 12 feet.

Have volunteers arrive early as covering tables takes about 2.5 to 3 hours. Less staff is needed to clean up.



**REPORT TO THE CHANCELLOR
FROM THE TOWN HALL/MOTIVATIONAL SPEAKER COMMITTEE
2009-2010**

The Town Hall/Motivational Speaker Committee was formed as a response to the general sentiment of CSAC that an uplifting and inspiring talk might serve the staff populace better than a Town Hall meeting during Staff Celebration Week. This was our Second Annual Motivational Speaker presentation. Finding a speaker that could boost staff morale was one of the primary directives of the Motivational Speaker Committee.

Kimberly Tapia was positioned to look into possible motivational speakers as guests for CSAC, so she was appointed to be head of the Committee. Eve Rothfarb and Mary York volunteered to join her.

The Committee made queries as to the availability of a local speaker who might be able to donate their services. Willie Brown and various UCSB faculty were among those considered and invited to be speakers for this year's Staff Celebration Week. The focus of the committee was finding a speaker that was motivational, empowering and able to speak to staff regarding the collective strength of character and partnerships.

After some correspondence with Mr. Brown's office, it was determined that he would be able to speak for UCSB staff on May 12, 2010.

Willie requested to speak at the UCSB's Multi Cultural Center. Kimberly contacted the MCC and made arrangements for the presentation. The title of the presentation was "Embracing our Humanity in the Face of Change".

Mr. Brown's presentation was attended by around 100 staff and community members. Overall the event ran smoothly, and all parties involved considered it a success. The committee received positive feedback from the presentation.

Committee Membership:

Kimberly Tapia



**REPORT TO THE CHANCELLOR
FROM THE STAFF SOCIAL SUBCOMMITTEE
2009-2010**

The Staff Social Subcommittee is a joint subcommittee composed of members of CSAC, Staff Assembly, PWA, and ABOG. The Staff Social is held during staff celebration week, and offers the opportunity for staff to network with colleagues from various departments across campus.

This year was the fourth annual staff social, and the event was a huge success; attendance has tripled since the first year. With increased attendance the subcommittee was able to expand the event, offering full catering, prizes, and entertainment to honor all UCSB staff.

The subcommittee sent funding requests to all Vice Chancellors and Deans asking them for support for this event; many of the departments responded by donating funding and/or space. The funding support totaled \$1,200.00, which was used for catering, provided by UCen Catering, as well as, purchase of decorations, and other miscellaneous expenses associated with the event. This year the committee was also successful in fundraising from outside vendors receiving gifts in kind from local Santa Barbara business used in the prize raffle.

Recommendations:

The subcommittee would recommend continuing to seek funding from Vice Chancellors, Deans, and other campus departments to support the Staff Social.

The committee would also recommend carefully evaluating the amount of food purchased for future Socials to avoid food waste, and continuing to work with UCen Catering on a specialty menu for the event.

Finally, this year the event staff worked with AS Recycling to provide a zero waste event, and we would encourage future groups to continue to work with AS to provide recycling bins, waste, and composting.

Goals for the Future:

The Subcommittee would like to see this event become recognized as one of the yearly events sponsored during Staff Celebration Week. We would also encourage broader participation by the other three Staff Groups to ensure this event is hosted and planned by all 4 Staff groups as a joint effort.

We would also like to see attendance and participation, by a broader range of staff, continue to increase. This can be accomplished by continuing to rotate the venue to reach out to different staff groups in the different areas of campus.

Committee Members:

Christine Griffin
Barbara Byrge



**REPORT TO THE CHANCELLOR
FROM THE STAFF ISSUES COMMITTEE
2009-2010**

In 2009-10, the Staff Issues Committee reviewed the work of the three ad hoc sub committees: Work/Life, S-List, and Professional Development. The committee felt that these were still of prime importance to staff and agreed that work for the year should focus on these issues. With agreement from the Council, no new staff issues ad hoc committees were created.

The Council co-chairs took over the task of recommending and inviting guest speakers for monthly meetings. The Council agreed to have fewer speakers during the year, so that there would be more time to discuss important issues.

Committee Members:

Kathy Murray



**REPORT TO THE CHANCELLOR
FROM THE WORK LIFE COMMITTEE
2009-2010**

Work-Life:

In 2009-2010, the Committee identified a number of areas in which staff feel needs are not being met by the current Work-Life services that are offered on campus, which are detailed in the Committee's report, attached. Council recommends that the campus establish a Work-Life Advisory Committee, composed of both staff and faculty, to consider these concerns in detail. The council also recommends that this committee evaluate the possibility of restoring a full time employee in charge of Work-Life issues in Human Resources.

Intro:

Our Ad hoc committee focused on reviewing the status of the current work/ life offerings in light of the recent budget cuts. We found many work/life programs are continuing, while some are not. For example, the upcoming end to the START program is of concern to many staff members.

Background:

In reviewing the Work-Life offerings, the committee noted that while there are valuable programs in place, there is no FTE charged with researching and proactively promoting new work/life programs. While many programs remain in effect, advertising of these programs, and the addition of new programs has been stunted. Many staff feel that due to furloughs, and loss of employees via attrition or otherwise Human Resources is understaffed. While all departments are facing staff cutbacks, Human Resources is a critical department as they serve every faculty and staff member on campus.

Summary:

Staff responded to a survey conducted in 2008-2009 that some of their needs were being met in various circumstances by the campus, their departments, and their supervisors. The 2010 committee found there have been few changes since the prior year. The comments that came in during this survey covered a wide range of topics and talked about the successes of the START program, appreciation of flex schedules and how telecommuting was an option that provided flexibility. The upcoming termination of the START program is a concern for many who used this to balance work/ life.

Some of these programs while beneficial have not seen enough support and encouragement from supervisors and unit heads in areas on campus. While these alternative and flexible schedules are embraced by some, others have not offered them to their staff. Differential availability of these and other programs within various departments has led to morale issues. One principal function of the Work-Life coordinator was to work with employees and supervisors on a mutually amenable flex work schedule, particularly when an agreement could not be reached within the department. The new director of HR should review workload and ensure there is enough FTE time dedicated to working with staff on their post furlough, and post START schedules.



Our recommendations fall under areas which will be highlighted in the section below. They are as follows: Establishment of a Work/Life Advisory Committee, flex schedule education and support, support groups on various topics, ways to address and manage stress, and revision of HR website.

Work-Life Advisory Committee:

The committee recommends the formation of a Work/Life Advisory committee comprised of both staff and faculty. This committee should reassess the possibility of hiring a proactive full time work/life coordinator and help to identify and implement staff needs in consultation with the new director of Human Resources. This committee should also address the termination of the START program, and research any similar concessions which could be implemented to allow staff to reduce their schedule and enjoy the benefits the START program offered.

Flex Schedules:

Many staff expressed either an appreciation of their flexible work schedules or a desire to explore the possibility of a flex work schedule. The sub-committee noted that departments across the campus vary greatly in their willingness to consider such work arrangements. It was also noted that flexible work schedules are not appropriate for every job or every situation.

The committee recommends that more education be provided in a variety of venues for both managers and employees regarding the advantages and disadvantages of flexible work schedules. The committee also recommends HR dedicate more FTE hours to negotiating flex schedules with staff and their managers to ease the termination of the START program, and the end of furlough schedules.

Managers need to be made aware of the affect on the morale and productivity that a flexible schedule may provide for staff. Flexible schedules are one response to changes in the life style of staff in today's world and in the way people perceive work and time. Education should include a wide variety of considerations in alternative work schedules including the amount of time worked, the time of day worked, location of work, compressed work week and other possibilities for consideration. Depending upon the type of flexibility allowed, employers may benefit from increased productivity, reduced absences and lateness, easier recruitment, less overtime, less turnover, and a wider range of creativity and expertise. Employee work schedule flexibility requires managers to change the manner in which they supervise employees, schedule meetings, and permit employees to carry out their work responsibilities.

Staff members, as well as managers, need to be educated on the wide variety of options available in considering flexible arrangements. They also need to be aware that not all jobs are suited to a flex schedule and that departments needs also have to be considered in making these arrangements. It was felt that many staff may need to be trained in how to approach their supervisor regarding this subject and how to plan effectively for their workload.

Recognizing that life patterns are no longer linear, but rather cyclical means that all employers need to respond in some way to this change and will benefit from a different approach to work.



In addition to offering the usual classes and recognizing that time for training is precious, the committee recommends that training be incorporated when possible at already existing venues. These might include such large meetings as Student Affairs Divisional meeting or managers meetings, Business Officer meetings, or taken out to departmental staff meetings.

Such efforts to manage staff members' time in a different way could be especially helpful in these times of budget cuts and the stress felt by staff across the campus. The program is already in place here at UCSB and has been successful in the departments that take advantage of the opportunity. More education regarding this effective management tool will enhance the quality of life for both managers and staff at UCSB.

Support Groups:

The committee recommends that more support groups be formed on campus; specifically groups for parents of difficult children and grief support. Many groups such as, children of aging parents, already exist on campus and should be marketed more in order to support more people.

We would like to see the Academic and Staff Assistance Program (ASAP) and/or the Work/life coordinator advertise preexisting programs on their website and send out notifications announcing existing programs. The new Work/Life campus committee should facilitate adding new groups to campus when/where a need arises. In addition to marketing the preexisting programs, we recommend that ASAP and/or Work/Life aid staff in locating local groups in the community if it is not feasible to get such groups on campus.

Because time is a rare commodity we would like to see the exploration of using social networking sites for support groups on campus. These social networking support groups would be facilitated by someone in ASAP or a similarly qualified individual. This way employees would be able to connect with others facing similar problems on their own time. They would not need to take away from work to connect with others. They could do it at the computer on breaks, lunchtime or after work.

Stress Management/Workload:

The committee recommends that workshops and training programs be established to focus on time management and stress management skills. Many staff members surveyed feel overwhelmed with their current workload and morale is very low in the face of additional budget cuts, layoffs and furloughs. Even before the current budget crisis, many employees felt that they did not have the time to attend workshops and training. Now that employees lost due to attrition are often not replaced, work load is even higher than previous years.

The committee recognizes the need for improved communication between managers and staff regarding workload, priorities and stress levels. Since many people find it difficult to discuss issues of workload, training and flex schedules with their managers, we would like to see training offered for employees on how to talk to their supervisors. The challenge will be to convince employees and managers to prioritize participation in education and wellness programs as a possible solution to some of the stresses they are facing.



Revision of Human Resources Website:

Many staff research benefits, programs and other offerings on their own via the Human Resources website. It is a critical resource for faculty and staff. Many find the website difficult to navigate, and have found logical loops, broken links and other problematic elements of this website. *This committee recommends the new HR director review the website for its effectiveness and clarity, and consider reworking the logical structure, design and layout.*

Committee Members:

Barbara Byrge
Kimberly Tapia



**REPORT TO THE CHANCELLOR
FROM THE S-LIST COMMITTEE
2009-2010**

The committee, in conjunction with Staff Assembly, made great progress this year on the creation of the all staff email list ("S List"). Background information and the rationale for creating this list-serve is well documented in the 2008-09 annual report, so that information is not included here.

The most significant achievement of the committee this year was getting approval and buy-in from all the relevant departments on campus.

Our original proposal was to create the S-List from a list of all staff title codes, so that all staff would be included initially. Realizing that not everyone would want to be on this list, we proposed that anyone could opt-out of the list-serve. In a meeting with Cynthia Cronk and Farfalla Borah from Human Resources, Arlene Allen from Information Systems & Computing, and Meta Clow, Policy Officer we learned that many people may object to being added to the list initially. So instead of creating a comprehensive list of staff and allowing them to opt out, we compromised by agreeing to a one-time email invitation to opt-in to the S-List, that would be sent to all staff title codes.

Implementation of this agreement will occur in 2010-11.

Committee Members:

Kathy Murray, Eve Rothfarb, Ryan George, Christopher Wilderman for CSAC Martha Olsen, Lydia Davenport, Rosie Quimby from Staff Assembly



**REPORT TO THE CHANCELLOR
FROM THE PROFESSIONAL DEVELOPMENT COMMITTEE
2009-2010**

The Professional Development committee worked to identify and discuss issues surrounding professional development opportunities at UCSB for UCSB Staff. The Professional Development Committee of 2008-2009 advocated for the development of a Campus-wide Mentorship Program for Staff. Through the support of the Chancellor's office and Office of Human Resources an initial campus wide planning committee was created in 2008. Unfortunately this project was put on hold for the 2009-2010 fiscal year. The Professional Development committee is strongly committed to the development and enhancement of multiple professional development opportunities for UCSB staff especially during this time of economic strain and uncertainty. To that end the CSAC Professional Development committee collaborated with UCSB's Professional Women's Association to jointly sponsor a professional development workshop at the May 2010 PWA Conference.

Research:

The Professional Development committee supports the proposal for a large scale survey of UCSB staff in terms of perceived Professional Development needs and opportunities. As stated in last year's report we support the future partnering with the Office of Institutional Research in order to increase the validity and credibility of such a survey and to increase the survey audience. In the present economic times research such as this would allow the administration to identify specific needs for professional development programs and thus target resources more effectively.

Acknowledgement by Senior Leadership:

The committee recognizes and that we have been witness to the reduction in monies allocated to departments and the university in general and that we have faced some of the most severe budget cuts in decades. However, despite these budget cuts we strongly recommend that the administration not lose sight of the importance of continuing, if not expanding, financially accessible and time supported professional development on campus. The current situation highlights the imperative for administrative leadership to research and implement innovative ways to meet the professional development needs of UCSB staff.

Support for Mentorship Program:

In January of 2009 a working subcommittee was created to design a pilot Mentorship Program for the UCSB campus. The subcommittee presented their proposed plan to the larger Mentorship Exploration committee in May 2009. (Please see attached proposal). A follow up meeting was to be scheduled for the next calendar month; however, due to the impact of budget cuts and other demands placed on the Human Resources department a follow up meeting was postponed until September 2009. Unfortunately, no follow up meeting was scheduled during the 2009-2010 fiscal year and the project has not moved forward. The committee contacted Cynthia Cronk regarding the current status of the proposal and asked for her recommendations for future steps. She said since she was retiring from UCSB at the end of June, she would inform the Acting Human Resources Director, Tricia Hiemstra, of



the current status of this project. She suggested the committee contact Ms. Hiemstra in the Fall. The committee is concerned that the delayed review of the proposal and the change in the Human Resources department leadership may have impacted the momentum of the Mentorship project and we respectfully request the re-establishment of the campus wide committee to evaluate and review the pilot proposal. We also request the establishment of an implementation timetable for the pilot program.

Communication:

The committee feels the establishment of the S-list will enhance the access of professional development opportunities for all staff. We continue to strongly support the implementation of this service for staff. In addition we again recommend that the staff professional development resource list development by CSAC in 2008-2009 be hosted on the CSAC website as well as the Human Resources website.

Future Goals:

We recommend that CSAC continue to evaluate staff needs for professional development for UCSB staff and to advocate for the speedy implementation of the Mentorship Program. In addition we recommend CSAC continue to seek partnerships with other staff organizations on campus to provide professional development opportunities.

Membership:

Sandy Camp
Margaret McMurtrey, chair

Attachments:

Appendix A: Draft Proposed Mentorship Program



Appendix A: Draft Proposed Mentorship Program

Mentor Program Structure

- Who: non-exempt employees
- How: application that requires supervisor approval
- How much: some cost to (cover assessment material and for participant buy-in) would like Dilling Scholarship to be available
- Duration of program: two academic years from late fall to spring. Year one consists of assessments and presentations (see details under year one.) Year two consists of mentoring, must complete year one to apply for year two.

Participant has successfully completed year by attending and participating in assessment part of program and must thereafter attend and participate in 75% of presentations to complete program and be eligible to apply for year part of program. Both year 1 and year 2 would be offered each year we envision more participation in year one than year two. If year one is completed a participant can apply for year two any time. The two year program does not have to be done in consecutive years.

A value of the program is personal accountability and responsibility to the process and the program. Participants are encouraged to keep a journal as a commitment to the program and personal discovery.

Mentor Program Year One: UC and Me

Assessment portion of program should be done every two weeks. The rest can be done monthly.

I. Assessment in these areas:

- DISC Assessment (Patty Aijian)
- Myers Briggs (John Berberet)
- Understanding Conflict and Conflict Styles (Priscilla Mori)
- Strong Campbell
- Learning Style
- Leadership Style
- Values clarification

2. Skill Building:

- Active listening
- Principles of negotiation
- Prioritizing competing needs/wants
- Appreciation of diversity
- Goal setting
- Building and developing relationships
- Communication
- Writing at work (LeeAnne Kryder)
- Leading when you're not in charge (Kirsi Aulin, Lainie Pascall)



- Generational Issues (Michael Young)
- Public Speaking/Presentations (Don Lubach)
- Electronic communication (Don Lubach)
- Interpersonal communication - Crucial Conversations (Kirsi Aulin)

3. Overview:

- UC and UCSB in general- what are the different departments
- Selected departments present on Career Paths and Skills needed in their areas; what kind (i.e. interests and skill sets) of people typically pursue careers in those areas
- UC Organizational Structure (including Office of the President and campuses)
- Master Plan for High Education in California - UCs in relation to other ed. Systems
- University Governance
- Campus Politics
- Roles of faculty (including Academic Senate) and staff
- Recruitment/Advancement for faculty and staff
- Organizational Structure, including divisions and departments (Vice Chancellors)
- Campus Decision Making - how does it work (*EVC, Academic Senate Vice Chancellors* again)
- The Budget (Todd Lee and his staff)
- Research and Development (Contracts, Grants, and Gifts) (Karen Hansen, Development Officer)
- Space Planning (Marty Levy)
- Space Management (Julie Cunningham)
- Space Maintenance (Jackie Treadway)
- Students
- Student Affairs (Yonie Harris, Angela Andrade, and other managers)
- Housing (Willie Brown and his team)
- Colleges - where student life and academics connect (various deans)
- Graduate Division (Gale Morrison)
- Career Paths/Directions available at UCSB

An expanded idea of topics under UC-Wide (David Birnbaum, Bryant Wieneke, Joel Michaelsen)

An expanded idea of topics under The UCSB Campus *Seems like we need something about Academic Departments and something about Research Centers, but maybe that would be covered under Org. structure?*

4. Panels (this would be made up of a moderator and then representatives of various departments within these divisions. The moderator would ask questions that would help the audience understand the division as well as what different kinds of positions and paths are available)

Sample areas:

- Academic Affairs
- Development
- Library
- Housing
- Student Affairs and Advising
- Business Services



- Facilities
- Special Research Units
- Career Advisors-what should I look for when trying to plan my career
- Values clarification and Ethics (Priscilla Mori and/or others)
- Giving and receiving feedback (verbal, personal, performance eval, coaching)

Mentor Program Year Two: UC and My Place In It

Mentoring would be done in a group setting and topic driven. Mentees are encouraged to seek one on one mentors either from the group or from outside the group to suit their needs. There will be a core of topics to initiate the program and additional topics will be chosen by the group. Group meetings will be lead by a trained facilitator.

Expectations of mentors:

- Attend as many year one sessions as possible to prepare for year two (to understand material being presented as well as getting to know mentees)
- Share responsibility for year two sessions among mentors
- Consider possibility of year two session(s) being organized by mentees
- Pull in resources to address the specific questions, concerns, needs of mentees (get feedback from group regarding perceived needs)
- Attend year two sessions
- Allow time in first year for two sessions to get to know one another, perhaps with facilitation help by someone like an Ombuds
- Meet as a group once a month
- Encourage independence and skill development
- Encourage learning opportunities outside the program
- Tell your own stories to the group

Decisions to be made regarding mentors:

- Recruit teams of mentors so as the program develops, it's not just the same people who bear responsibility - don't burn them out

Expectations of mentees:

- Meet as a group once a month
- Encourage independence and skill development
- Encourage learning opportunities outside the program
- Tell your own stories to the group

Core Topics:

- Best Advice you were given during your career: beginning, and along the way
- What I wish somebody had told me when I first started working here (Mentor team)
- What does it take to be a supervisor, manager, or director (Mentor team)
- Role modeling: yourself and others



Possible Additional Topics:

- Strategies for balancing challenging personalities in the work force
- Choosing your battles: when to stand your ground and when to let it go
- Balancing work/life and the exempt employee status
- Politics at the University: how to survive
- Managing an academic department (Aaron Ettenberg *and experienced department MSO*)
- Giving and Receiving Feedback (verbal, personal, performance eval, coaching) (Ombuds Office)
- Dealing with strong negative emotions in yourself and others (Ombuds Office)
- Differences in divisions on campus - atmosphere/values/mission of the divisions



Chancellor's Staff Advisory Council (CSAC) Bylaws

Approved by CSAC voting membership and The Chancellor May 20, 2010

I. Purpose

The Council actively researches and identifies UCSB staff issues and reports these issues directly to the Chancellor. The Council also provides advisory services to the Chancellor and other senior administrators on campus policies, procedures, and long-range plans pertinent to staff.

II. Membership

A. Size and Constitution of Council (23 Total):

1. 21 career staff employees.
2. One Chancellor's Office representative (appointed by the Chancellor).
 - This is a non-voting position.
 - Advises CSAC on issues as needed.
 - May advise on committees, subcommittees and ad hoc committees, as needed.
3. One Staff Assembly representative (to be chosen by Staff Assembly annually).
 - This is a non-voting position.
 - Acts as liaison between Staff Assembly and CSAC.
 - Does not serve on committees, subcommittees or ad hoc committees.
4. The Council shall strive to maintain a diverse membership through the recruitment of outstanding staff representatives from every division within the campus organizational structure.

B. Terms of Appointment:

1. Each member shall serve three (3) Council years (September 1 through August 31).
2. Resignations:
 - If a first year member resigns *within* the first four (4) months of an appointment year, a list of candidates shall be sent by the Nominations Committee to the Chancellor to fill the vacancy.
 - If a first year member resigns *after* four (4) months of an appointment year, the position shall not be filled until the next normal appointment cycle.
 - If a second or third year member resigns at any time, the position shall not be filled until the next normal appointment cycle.

C. Expectations of Active Membership:

1. Attendance at twelve (12) monthly meetings.
2. Involvement in at least one committee, subcommittee and/or ad hoc committee.
3. Minutes taken in alphabetical rotation by last name of first year members. Those who miss their turn shall be reassigned at the next meeting. The current year's Co-Chairs are exempt from taking minutes.
4. Continued membership shall be reviewed by Co-Chairs periodically. Co-Chairs shall have the authority to request the resignation of inactive members.
5. Assist the Staff Celebration Week Committee during Staff Celebration Week.
6. Solicitation of new members.



D. Nominations for Membership:

1. Self or other from campus at large.
2. Council shall present all appointment recommendations, including those in excess of the number of council vacancies, to the Chancellor for endorsement.
3. Re-appointments may occur after a one year break or by vote of the Council.
4. New members and nominees not selected shall be notified by the Chancellor's Office.

E. Representation:

CSAC members shall appoint from within the membership, or staff at large, representatives to serve on other staff organizations.

III. Meeting Protocol

A. Parliamentary Authority:

The "Standard Code of Parliamentary Procedure" (Robert's Rules of Order) shall govern CSAC.

B. Quorum:

The majority of CSAC membership shall constitute a quorum of that body. At the discretion of the Co-Chairs, voting may be by secret ballot or by show of hands. A simple majority vote of the voting members of quorum constitutes approval.

C. Amendments to the Bylaws:

These Bylaws may be amended by a two-thirds vote of the voting members. At the discretion of the Co-Chairs, voting may be by secret ballot or by show of hands. A copy of the proposed amendment shall have been made available to every voting member at least ten days before it is voted upon. Amendments to the Bylaws are subject to approval by the Chancellor.

D. Suspension of Bylaws

One or more requirements of these Bylaws may be temporarily suspended by a two-thirds vote of the voting members. A motion for such suspension must include a list of all the provisions to be suspended, the reason for the suspension and the period of the time (up to one CSAC year) during which the suspension shall be in force. At any point a two-thirds vote of voting members may rescind the suspension of Bylaws as noted above.

IV. Structure

A. Co-Chairs (2 members):

Elections of the Co-Chairs shall be held in June by ballot. The term of each Co-Chair is one (1) year, September 1 through August 31, allowing for two (2) consecutive terms, maximum. If a second term is needed, it shall be determined by a majority vote of the Council. The two members should have different lengths of service within CSAC. Anyone within CSAC can nominate another member or self-nominate. Nominations shall be coordinated by the Nominations Committee. If a Co-Chair position becomes vacant due to voluntary resignation, removal, or any other cause, a special election, coordinated by the Nominations Committee, may be held to elect a new Co-Chair. The newly elected Co-Chair shall complete the



predecessor's remaining term and this completed term shall be in addition to the allowed term limit.

Co-Chair responsibilities include, but are not limited to:

1. Convene meetings; set agendas.
2. Insure compliance with membership requirements.
3. Arrange for minutes to be taken and distributed.
4. Maintain an organized archive of agendas, minutes, committee, subcommittee and ad hoc committee reports and a record of any exceptional acts taken.
5. Submit annual Executive Report to CSAC and the Chancellor.
6. Serve as the Executive Committee, meeting with the Chancellor and discussing issues of concern with the entire Council.
7. Review Bylaws with the Council.

B. Committees:

Under the leadership of the Council, committees address specific projects and issues and are led by one Chair or two Co-Chairs, selected by the committee membership. Membership is encouraged to consider experience with committee subject matter when choosing Committee Chair(s).

Committee Chair(s) responsibilities include, but are not limited to:

1. Convene meetings; set agendas.
2. Take minutes or arrange for them to be taken and distribute at the monthly CSAC meeting.
3. Maintain an organized archive of agendas, minutes, committee, subcommittee and/or ad hoc committee reports and a record of any exceptional acts taken.
4. Serve in an advisory role to the CSAC Co-Chairs.

i Staff Issues Committee (2-3 members):

Actively research and identify key staff issues requiring further investigation and advising. The Council shall vote on whether a Subcommittee or Ad Hoc Committee shall be formed to pursue the issues identified.

Staff Issues Subcommittees and/or Ad Hoc Committees:

The members chosen for the Staff Issues Subcommittees and/or Ad Hoc Committees shall be decided by vote of the CSAC membership. Subcommittee membership shall be on a standing basis so long as there is a need for concentration on the issues. Ad Hoc Committee membership shall be formed on a temporary basis until satisfactory resolution of the specific issue is reached.

Staff Issues Sub Committee and Ad Hoc Committee responsibilities include, but are not limited to:

1. Further research items identified by the Staff Issues Committee that need attention.
2. Make recommendations on these issues in the form of a report to be given to the Chancellor or other senior administrators. These reports could be included in the



annual executive summary and may also be presented on an as needed basis throughout the year.

3. Seek consultation from non-CSAC members when needed.

ii Nominations Committee (2 members):

The two CSAC members should have different lengths of service within CSAC. One shall serve as the Chair and one as a member/apprentice with the intention of moving into the Chair position the following year. The Chair shall be the more senior member of the Council/Committee.

Committee responsibilities include, but are not limited to:

1. Coordinate nominations from CSAC, Staff Assembly, and campus at large.
2. Coordinate the Co-Chair nominations process.
3. The Committee shall report back to the Council with final nomination results.

Nominations Process:

1. Nomination calls are sent to both CSAC and Staff Assembly.
2. Each group sends nominations directly to the Nominations Chair.
3. Nominations Chair sends the names to CSAC for ranking.
4. After the Nominations Chair receives rankings back, they send the results to the requesting group and the Council.

Co-Chair Nominations Process:

1. In April, contact all 1st and 2nd year members to inform them of the opportunity run for Co-Chair. Gauge interest, solicit questions regarding responsibilities and discuss responsibilities of the position. Encourage the entire Council to motivate others to self-nominate.
2. The Committee shall present list of names to CSAC at the May meeting and will ask for additional nominations.
3. The Committee shall prepare and print final ballot form to be used for voting at the June meeting.

iii CSAC Web Site Committee (1-3 members):

Coordinate materials for the CSAC web site (<http://www.csac.ucsb.edu>) with a designated staff member from the Chancellor's office.

Committee responsibilities include, but are not limited to:

1. Send minutes for archives.
2. Send member profiles for updating.
3. Send announcements and photos for posting.
4. Send other CSAC content as needed.

iv Staff Celebration Week Committee (6 members):



Plan the schematics and layout for the luncheon and other activities during Staff Celebration Week.

Committee responsibilities include, but are not limited to:

1. Plan the Staff Celebration Week Luncheon. Arrange catering, equipment rentals (i.e. tables, chairs, stage, sound equipment), entertainment, event timeline, and promotion materials.
2. Plan additional events of Staff Celebration Week in collaboration with other staff groups at the discretion of the Council.

v Orientation Committee (2 members):

Orient new CSAC members at the start of the year on CSAC's purpose, procedures, and structure. Continue to serve as mentors for the new members throughout their first year.

C. Ad Hoc Committees:

Ad Hoc committees shall be formed either at the request of the Chancellor, or by vote of the CSAC membership. These committees shall address issues that need immediate and/or short-term attention. Membership shall be on a temporary basis until satisfactory resolution of the specific issue is reached and/or the task is completed.