

UC 2025 Staff Web Chat April 18, 2006

Panelists:

- Acting Provost and Senior Vice President for Academic Affairs Rory Hume
- Randy Scott, Executive Director of HR Policy and Program Design

For more information about the UC 2025 long-range planning process and other UC 2025 activities: www.universityofcalifornia.edu/news/uc2025

For more information on how you can become an advocate for UC, please sign up at www.UCforCalifornia.org.

Provost Hume: Welcome to this web chat. I'm Rory Hume, Acting and I'm joined here today by Randy Scott, Executive Director of HR Policy and Program Design at UCOP. Bruce Darling, Senior Vice President for University Affairs was scheduled to be with us today, but was called away for family reasons. We're here to engage in a dialogue with staff about the UC 2025 long-range guidance process that the University has undertaken.

As you may know, President Dynes convened this process because he believes this is an important time for UC to look out 20 years, evaluate what California will need from the University at that time, think about what a world-class academic institution may need to look like at that time, and start positioning ourselves so that we can meet those commitments in 2025. (Much more information about the overall effort can be found elsewhere on this UC2025 web site.)

Some of you may have questions for the two of us on this end, and we will do our best to provide answers to those questions over the next hour. But in addition to fielding questions, we really do want to use this time to hear your input and suggestions regarding this long-range guidance process. What are the critical issues facing the UC system, California and the world that should be factored into this process? What priorities are most important to you? What should we not lose sight of?

This is our last planned web chat. We have previously used this format to interact with our faculty, alumni and students. And there will continue to be in-person visits, web surveys and other opportunities for everyone to get involved.

Q: *Does UC have a projected vision of the world/globe in 2025 that provides potential direction for planning curriculum, and business organization?*

Provost Hume: Naturally enough, we don't know what the world will look like in 2025, but we do know what an excellent University will look like in 2025. It will be extremely strong in research, it will be a great place for students to come and augment their personal potential to the highest possible levels and it will be very intimately engaged with the societies it serves. We plan that the University of California will continue to be the greatest university in the world at that time. So whatever the world looks like by then, we will be in a position to serve society at the highest possible level.

Q I'm a new staff member at UC. What can I expect from the UC Retirement Plan, how will that change to meet the needs of future retirees?

Director Scott
As a new employee, you should be aware that UCRP is an exceptional benefit for UC employees. Our plans are to continue to assure that UCRP continues to provide sustained benefits for future hires. In order to do that, we will need to begin making University and employee contributions. The Regents continue to be committed to providing an outstanding and sustainable retirement benefit for future employees of the University. So that the University can continue to attract and retain the highest quality faculty and staff to perform the UC mission.

Q I think it's important to address the advancing technology needs of both research and instruction and the support necessary to run those services. To consider what is possible when 10/100Gigabit connections are available, and to plan for how to keep the UC on the forefront and integrate these services into the campus'.

Provost Hume
I agree with you absolutely. We need to continue to plan for uses of technology so that we can be as effective as possible and underpinning this will be connectivity at the best possible levels and world standard computing power, either under our direct management or through the connections that we maintain. Be assured that we will continue to do both the planning and investments necessary to stay at the forefront of the uses of advanced technology for teaching, research and administrative support.

Q One of the ideas I have thought about...was how upper management gets great rates on mortgages...just a thought maybe into the future these type of programs can be carried over to all employees who have been with the university for 5 or 10 years...just a thought.

Director Scott
The University of California, through HR and Benefits has and will continue to assess the types of benefit needs of employees at all levels of the University. In undertaking this continuous review, programs will be considered that match the life cycle needs of employees.

Q Are there plans to better organize the campuses and OP technologically? There is a lot of redundancy and waste.

Provost Hume
Yes, we have two major systemwide processes that will inform us about how we can better coordinate technology services between campuses and in doing so eliminate redundancies and waste. The first is the overall academic strategic planning process for the University, which will inform us about where to make investments to structure us better as a system. The second is the information technology guidance committee which is asking similar questions, but with a primary focus on the structures that we now have in place and how they can be better coordinated to meet our future needs.

Q Currently, UCI offers employees who continue their education a 1/3 discount for registration and fees. Are there plans to increase the discount for employees and their families?

Director Scott
This is a local arrangement for UCI and one that we applaud. However, the resource trade-offs necessary for a program of this kind are something that must be handled at the campus level. So while we applaud the program that's now in place, we cannot comment on whether or not it is able to grow in the future.

Q What type of grassroots efforts are needed from individual contributors to most dynamically impact the efforts being made in regards to the 2025 plan?

Provost Hume Tell us what you're thinking! This is the last web chat, but there is a comments section on the website that is always up. And you can help us in the broader sense by working through your campus to encourage state and federal legislators to support UC's academic and research programs across the state.

Moderator One way to talk to legislators is through our UC for California Alliance. You can sign up at www.ucforcalifornia.org to become an advocate. UC for California includes faculty, staff, student, alumni and community supporters. We regularly send them informational messages and sometimes ask advocates to write letters to legislators on issues of importance to UC.

Q How will UC in 2025 have achieved moving to consensual approaches for dispute resolution, such as mediation, and reducing reliance on adversarial processes such as discipline and grievances. The University's commitment to a healthy work environment would include an ongoing commitment of resources to assist those involved in workplace disputes attain mutually acceptable solutions, instead of externally imposed outcomes.

Director Scott A long-term outcome for employee and labor relations at UC must include the full range of communications and problem resolution options. Some of these are in place today, and we will need to continue to build on these processes as we go forward. Key to an effective communications process is one in which tools such as employee surveys, webcasts, ombuds officers, employee feedback groups and other such forums be readily available locally. So that all employees feel comfortable in bringing issues and concerns forward that need attention and resolution.

Q What do you see as the resources that can (and will) be leveraged to acquire and retain quality faculty and staff in our increasingly competitive field?

Provost Hume We simply have to continue to strive to attract and retain the highest quality faculty and staff within the limitations of the resources available to us. We leverage our funds whenever we can through federal contracts and grants, industrial research agreements, patient care revenues, and philanthropic support. We will continue to do all of these things, at the same time as we advocate to the people of California and their legislators the need for increasing the base level of investment in the University that the state provides.

Q It seems the University has many data tracking issues...are there plans to look into at Universitywide HRIS system? These systems are expensive, but it seems that many of the long term gains would actually lead to long term cost savings, and provide better data for strategic planning purposes.

Provost Hume The short answer is yes. There have been several previous studies on this question that have assessed hardware, software, functional requirements and costs. The short term direction has been outlined in a recent communication from the President. There will be additional steps taken to fully determine the scope and requirements going forward. The President has decided that this will be done.

Q What will be UC's commitment prior to 2025 to coaching, teambuilding and resources for training issues?

Director Scott In the short term, many of the UC locations have structured programs for training, coaching, and other skill building for UC staff. There will continue to be assessments as to how we may be able to leverage some of the very good work that

has been done locally in such a way as to benefit the system as a whole. Continuous development of competencies by staff is a linchpin to effectively accomplishing the UC mission in the future. Requirements for the University will change over time and training and development are a critical component for keeping up with those requirement changes.

Q Given the world's increasing reliance on technology, what steps does UC expect to take in the near future to build a technological infrastructure to sustain the University into 2025 -- both in the academic arena as well as in the administrative arena

Provost Hume We've invested very well in these areas and will continue to do so. The principal change that we foresee is much more energetic systemwide planning around these issues.

Q Coming from the response to my earlier question as to how to attract and retain personnel, my belief is that a strong and healthy work-life policy/environment can provide a significant benefit that can be leveraged to retain current and acquire prospective employees. Is this something that UC sees a potential way to maintain attractiveness to current and future employees?

Director Scott I agree with you. The challenge for UC as for any employer is to find the appropriate balance of work life policies and practices that will indeed continue to attract and retain the very best in our case.

Q What is UC's vision on Distance Learning? Do we have plans on implementing such services like 'online degrees' to compete against other institutions?

Provost Hume We are not aware at this stage for online degrees as part of our regular programs. However, UC extension operates energetically through all of our campuses and many extension offerings contain substantial online components.

Q Are they building another hospital next to Thornton [UC San Diego]?

Provost Hume There is a long term plan to increase inpatient care capability at the La Jolla site. This may be brought about through the creation of an additional facility, or it may be through expansion at Thornton.

Q What succession planning efforts are underway to circumvent the impact of the number of potential and actual retirements of staff level employees and their incredible, undocumented knowledge base?

Provost Hume The President recently held a two day systemwide retreat focusing exclusively on succession planning (talent management). This demonstrates the high level of institutional awareness and commitment to meeting the future needs of the University to respond to the impacts that you've described.

Q I suggest we begin with a mandatory supervisory training process, mandatory performance evaluation process at all levels, and a supportive career development process for all staff.

Director Scott The need for employee and supervisory training as well as performance management and evaluation that are tied to a career development process is a building block for development in the future. Suggesting that these programs be mandatory, may indeed defeat the purposes for which they would be created. The University is and will continue to be, a place where continuously learning and development is valued. That is particularly true for those who are directly involved in delivering on its mission.

Q Are there plans to build a medical center at UC Riverside?

UC is engaged in an active planning process for enrollment growth in the health sciences. There is a very obvious need to increase the number of our medical graduates. UC Riverside is preparing a proposal that would accommodate some of the necessary growth and that proposal will be evaluated as part of the overall planning process. We expect that recommendations will be made to the Regents during fall of 2006.

Q What will the future hold for our retirement system?

The Regents are actively pursuing plans for assuring the future sustainability of UCRP. You may wish to go to the website At Your Service [<http://atyourservice.ucop.edu>] to get the most recent questions and answers regarding UCRP. The Regents at their March meeting adopted a full funding policy for UCRP which is detailed on the Regents website.

Q I keep hearing that UC needs to decide if we want to be the best University, the best public University, or just another University. Have we decided, as an institution, and do we have support from the State of California to attain our goal?

We want to continue to be the best university in the world. We will continue to plan for that, to organize the resources that we have so that we can continue to be that, and to advocate to the people of California and their legislators to provide us the support necessary. California has benefited enormously from the strength of the University of California and will continue to do so. You can help through your advocacy efforts.

Q We can't afford an 8% pay cut.

I agree. Nor are there any plans to do this.

Q For questions not addressed or deemed appropriate for the larger audience, will answers be provided to these individuals by some other means?

Please submit any questions you have about more fine-grained topics to the UC 2025 feedback page at www.universityofcalifornia.edu/news/uc2025. You can also send your comments directly to President Dynes via Dynes' Desk at www.universityofcalifornia.edu/president.

Q I am concerned that one of the reactions to the UC compensation issues will be to clamp down on flexibility to offer attractive salary and other benefit packages to high quality junior and mid-level recruits for positions. How can UC streamline its HR processes to allow more efficient classification and hiring and yet allow for some accountability? How will we address the loss of take home pay for existing employees given the need to pay into the retirement system in the future?

The Regents in their review of retirement benefits issues, have clearly stated they wish to see the analysis of the impact of any recommended changes on all aspects of total remuneration and specifically take home pay. They will continue to assess options through the lens of total remuneration and take home pay analysis.

On behalf of Randy Scott and myself, thank you for this opportunity to talk with you about these important issues. I hope you will stay involved with the 2025 process, and you can look for updates on the website.