

UNIVERSITY OF CALIFORNIA

ACADEMIC SENATE

UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)

Minutes of Meeting

Friday, April 13, 2007

UCOP Room 5320

I. Updates: UCOP – Human Resources and Benefits (HR&B)

- Randy Scott, Executive Director, Policy & Program Design, HR&B

**REPORT:** Executive Director Scott reported on the following issues:

*March Regents Meeting:* The Regents discussed the proposed GASB trust at their March meeting, and they are expected to approve the establishment of the trust at their May meeting. Establishment of the trust, which will provide the University with a single entity for reporting its retiree health liability, does not involve prefunding that liability. It does, however, provide a vehicle that could be used for that purpose.

*Workforce Behavior Workgroup:* Upon request of UCFW Chair French, the workgroup has been suspended until proposals for design changes are put forward for consideration.

*Human Resources Consulting Bid:* All of HR&B's consulting contracts expire at the end of 2007, therefore HR&B has sent out a request for proposals (RFP) to access the best consulting advice on the market. A bidders conference will be held this week, and responses to the RFP are due May 20. Following, an RFP review process will commence with former HR&B Executive Director Michele French at the lead. The RFP includes work in the following areas: executive compensation, human resources policy, human resources staff compensation, health and welfare, retirement planning and policy, and special applications within these areas.

Discussion: UCFW members discussed the possibility of requesting a separate faculty compensation consultant as part of the HR consulting bid. One UCFW member requested that emeriti faculty be continually involved in the consulting bid process as well.

*Medical Plan Bid:* HR&B has received the bidders' responses, and are extremely pleased with the quantity of results. In a few weeks, Executive Director Scott will be contacting the UCFW volunteers to begin work on reviewing the RFP responses.

*LANL Asset Transfer:* As approved by the Regents in March, UC transferred \$1.4 billion of liabilities and assets on April 2, and signed the agreement with the DOE on March 19.

Discussion: One UCFW member requested that HR&B write a memorandum for the record, explaining what was included and explicitly excluded from the DOE agreement, and the reasons for doing so. Executive Director Scott agreed, and stated his intention to send a draft of such letter to Chair French.

*Howard Hughes Medical Institute (HHMI)/Ludwig Proposal:* Director Gary Schlimgen, HR&B, and Director Jill Slocum, Academic Advancement, reported on consultations in the past month with TFIR and Council Chair Oakley, working to resolve remaining issues with the revised

HHMI proposal discussed by the Regents in March. Director Schlingen noted that there are a few sticking points that remain, raised by Council Chair Oakley, surrounding his request to see the contracts signed by HHMI investigators. Director Schlingen reported that no contracts exist, and that the HHMI investigators only received offer letters, which were turned over to Council Chair Oakley and others to examine. The offer letters are extremely vague, and do not specify any benefits. Council Chair Oakley also requested the salary calculation methodology, which is currently under review by TFIR. Director Slocum reported their findings that no other identical affiliate arrangements exist, outside of HHMI and Ludwig, which need to be addressed under this proposal. She noted that the proposal only covers ladder rank faculty on leave without pay from UC while on contract with a UC-affiliate. Other institutes, such as Gallo and Gladstone, do not involve ladder rank faculty – only in-residence faculty who do not have the right to return to UC as tenured faculty.

Discussion: One UCFW member took issue with the distinction involving in-residence faculty, noting that the policies may not apply, but that certain understandings and practices are involved which most likely put those faculty in the same position as the HHMI and Ludwig investigators. Similarly, Director Slocum reported that faculty in government service can be distinguished from this proposal. UCFW members then discussed whether the proposal should be a general policy, rather than named and applied specifically to HHMI and Ludwig. One faculty member raised concerns about the fine line between ladder rank faculty, and all other faculty, and suggested that the distinction be defined. Director Slocum reported that ladder rank faculty are already defined in UC policy.

Executive Director Scott reported his desire to approach these issues with an eye to the future, noting UC's continuing and future involvement with research initiatives, industry-partnerships, and the like. UCFW Chair French stated her concerns about the proposal, finding especially troubling that money is being paid out of campus funds and not the funding source. Executive Director Scott noted that the proposal has forced them to work retroactively, and for the future, they will need to work on specific, clear agreements and contracts that protect all parties. Further, HR&B desires to keep all documents centrally at UCOP in the future. UCFW members agreed that valuable lessons have been learned, and UCOP can do better.

*Consensual Relationships Policy:* Executive Director Scott reminded UCFW members that HR&B is not requesting local Faculty Welfare committees to vote on the draft policy at this time. Rather, he wishes to receive comments only in time for the June UCFW meeting. He explained that he is committed to bringing back the informed reactions of the UC community to Regent Hopkinson. He also plans to look into and compare other universities' similar policies.

*Retirement Planning Calculator:* Chair French reported that Fidelity's retirement planning calculator does not appear to take into account one's defined benefit plan in its suggested asset allocations. Executive Director Scott noted this concern, and said he would raise the question with the appropriate people.

*Mercer Update and Future Plans:* Executive Director Scott reported that related to the Mercer methodology project, he is determined to ensure that the faculty and UCOP have an aligned understanding of the study. He intends to continue to change the methodology in the appropriate way, taking into consideration that there are limitations to what Mercer can do and how they do

it, like any other consultant. Lastly, once an understanding is reached, Executive Director Scott wishes to then document UCFW's remaining concerns.

Discussion: Chair French acknowledged Executive Director Scott's plans, but pointed out that UCFW is continuing its efforts to understand and improve the methodology Mercer uses to calculate and compare benefits. Lastly, Executive Director Scott reported that neither truncated nor summary presentations will be made to the Regents, like was done in September 2005.

## II. Report: UCFW – Task Force on Investment and Retirement (TFIR)

- Jim Chalfant, UCFW Vice Chair

**REPORT:** UCFW Vice Chair Chalfant, filling-in for TFIR Chair Anderson today, reported on the following topics:

*HHMI/Ludwig Proposal:* TFIR discussed the proposal thoroughly at its last meeting, and is convinced that it is a good agreement both for the investigators and for UC. TFIR has also evaluated the actuarial valuations, and is satisfied with the UCRP Actuary's calculations. TFIR is also in agreement that the proposal is wise economically, as it will cost the campuses less to pay into the investigators' retirement than pay their salaries for three years or more. Further, TFIR has agreed to discuss via email any new data concerning how salaries are set, and now the funds will be allocated from the campuses and towards UCRP.

Discussion: Chair French noted her intention to report to the Academic Council that UCFW and TFIR consider the proposal to be reasonable, but suggest that UCOP establish procedures for the future with other affiliates including the funding source. Director Slocum reported that they are still looking into how many investigators actually return to UC.

**ACTION:** By a vote of 9 in favor, 0 opposed, and 2 abstentions, UCFW approved the HHMI/Ludwig proposal. UCFW will convey its approval to the Academic Council at its April 25 meeting.

*Mercer:* Vice Chair Chalfant distributed a chart listing TFIR's list of 12 outstanding issues with the Mercer methodology. After reviewing the chart, he reported that progress has been made with Mercer, but they have more to do. The TFIR subgroup plans to see previews of the Mercer presentation at two upcoming preview meetings for the Advisory Group on Retirement Benefits (AGRB).

*GASB Trust:* TFIR discussed the GASB trust and the materials provided to the Regents at their March meeting. TFIR members are in favor of the trust, and will consider prefunding issues in the future.

*Segal Co. Experience Study:* Segal Co. is the consulting actuary to the Board of Regents for UCRP. A Segal representative will likely attend a future UCFW meeting to review and discuss the actuarial experience study that is to be reported to the Regents in May.

### III. Consultation with the Council of UC Faculty Associations (CUCFA)

- Robert Meister, President, CUCFA

**PRESENTATION:** Mr. Meister began by explaining his reasons for getting involved with the Senate at this moment, including CUCFA's heightened interest in the LANL asset transfer. CUCFA had raised concerns about UC's involvement with the national laboratories since 2005, since in CUCFA's view, the Senate was not paying adequate attention to the asset transfer's potential implications for UCRP. He noted that it would have been helpful for the Senate and UCFW to communicate with the faculty more widely on their involvement with UCRP planning, as well as helpful to UCFW had CUCFA been able to share their knowledge earlier in the process. Therefore, he feels, now is the time to press for a closer relationship.

Mr. Meister then reviewed the history and purpose of CUCFA, including its only success as a bargaining group on the Santa Cruz campus where they won meet and discuss rights, not bargaining rights at the systemwide level. He reported that CUCFA had past arrangements where the CUCFA president consulted with UCFW, and received their agenda packets and minutes, which HR&B was aware of. However, since Mr. Meister has served as president, CUCFA no longer receives UCFW documents. This, he feels, makes it difficult for CUCFA to be aware of UCFW's work. Mr. Meister is here today therefore to discuss common issues, such as retirement. He believes that CUCFA could be involved with UCFW by serving as an expert resource on certain long-term issues. He is also asking for a permanent and long-standing relationship with UCFW. CUCFA can offer its resources, such as faculty association newsletters, to inform faculty of UCFW's work.

Mr. Meister addressed pension and retirement issues by reviewing the issue, and noted CUCFA's concern that UCFW has not considered what it will do if contributions are resumed to UCRP without a corresponding pay increase for employees. UCFW Chair French noted that UCFW has already considered these issues, and announced committee positions. Mr. Meister then addressed UC's health plans, and whether UCFW has considered longitudinal equity concerns for employees given UCOP's medical plan bidding processes. He stressed CUCFA's strong relationships with other employee unions, a resource he sees as potentially beneficial to the Senate as it would help to view such issues from beyond a faculty welfare vantage point.

Lastly, Mr. Meister stated that one reason CUCFA has not pressed for greater participation with the Senate until now has been because of ambiguity over whether CUCFA was a union, and the potential that they could become a bargaining unit on each campus. Over past 5 years, however, Mr. Meister stated that CUCFA has regarded itself not as a future union, but as a party within the Senate that is monitoring the Senate and the administration.

**DISCUSSION:** Chair French requested more information on CUCFA's lobbying activities and successes. Mr. Meister said that CUCFA lobbies with the Director of UC State Governmental Relations, and they also communicate directly with the Legislature. He confirmed that CUCFA has asked for salary increases above what is included in UC's state salary package. Also, Mr. Meister views as beneficial to their relationship with Democratic legislators CUCFA's ties with the unions. A law firm in San Francisco represents CUCFA in Sacramento. They have sponsored legislation on intellectual property issues, and are lobbying for greater scrutiny of the labs with the Legislature.

Mr. Meister then addressed collective bargaining issues, noting his opinion that UCFW is not fully aware of the unions' impact on the negotiations to resume contributions to UCRP. He

believes that CUCFA could assist UCFW in considering other points of view, such as union bargaining strategies and their impact on faculty.

One UCFW member asked what percentage of faculty belong to the Faculty Association? Mr. Meister reported that they are not on every campus, but approximately 20-25% of faculty are members; most are at Santa Cruz because they serve as the bargaining agent since winning the election.

Regarding the CPEC methodology changes proposed in the budget bill, Mr. Meister reported that CUCFA is involved in changing the comparisons from averages to the median. Chair French noted that UCFW would be interested in learning more about this effort. Mr. Meister suggested that if CUCFA had UCFW's attention, they would do a better job of this type of work, and would increase their lobbying activities. When asked about CUCFA's legislative positions as posted on their website, Mr. Meister confirmed CUCFA's support for altering the CPEC methodology to compare UC only to the four public universities in the Comp 8. Mr. Meister confirmed that this strategy was pursued in consultation with their lobbyist because they thought it would be more persuasive with the Legislature. Chair French pointed out that UCFW thinks that their strategy, if successful, would be a disaster for UC.

**ACTION: UCFW members will continue this discussion at a future meeting.**

#### **IV. Report: UCFW – Health Care Task Force**

- **Larry Pitts, HCTF Chair**

**REPORT:** HCTF Chair Pitts reported on the following topics that were discussed at the March 29 HCTF meeting:

*Retiree Health:* Chair Pitts has learned that one quarter of Mercer's "retirement" valuation is UC's retiree health benefit. He has visited Mercer's offices in San Francisco to review their plan design data, and concluded that there is little value in the difference between UC's plan design and UC's comparitors' plan design. Mercer apparently agrees, but has said that its high valuation is based on UC's high contributions to retiree health. The HCTF will continue to clarify this point with Mercer, as well as how they value retiree health benefits for spouses.

*Medical Plan Bid:* The HCTF is following HR&B's medical plan bid process closely, and is considering conceptual issues such as plan choice, vendor options, and the carve-out concept which was included in this year's RFPs. The HCTF plans to meet again in June to thoroughly review with HR&B all of these issues, once all of the bids are received and summarized by HR&B. HCTF Chair Pitts also reported that he has learned the UC Medical Centers are interested in the carve-out option for the 2008 bidding season.

*Long Term Care Insurance:* The HCTF continues to consult with Deloitte Consulting and HR&B on developing a model for UC employees to assist them in deciding if they need long term care insurance, and if so, what to look for.

*HCTF Project – Faculty Consultants to HR&B:* HCTF Vice Chair Rick Kronick is working with HR&B Director Mark Esteban in identifying several projects that faculty members can assist HR&B with, in lieu of hiring outside consultants.

*Miscellaneous:* The HCTF also received reports on the UC Living Well Program, and the Health Care Reimbursement Account (HCTA) spending account cards. HCTF Chair Pitts is continuing his meetings with the Medical Centers, and has met with the Medical Center CEOs, the hospital CEOs, the Medical Center Physician Organization leaders, and the hospital Chief Medical Officers. HCTF Chair Pitts is optimistic, noting that all of the groups are willing to meet with the faculty; however, it appears that their excitement is stemming from their own interests in learning of HR&B's desire to better interface with the Medical Centers and their employees. The HCTF therefore may decide to postpone future meetings until next year.

**V. UCFW Consideration of Mortgage Origination Program (MOP) and Supplemental Home Loan Program (SHLP) Proposed Modifications**

- **Susan French, UCFW Chair**
- **John Oakley, Academic Council Chair**
- **Steve Mathews, Deputy Asst. Vice President & Director, Office of Loan Programs**

**ISSUE:** This item was first discussed by UCFW at its March meeting. UCFW is to determine its final action on the proposed modifications to the MOP and SHLP programs, after considering Council Chair Oakley's concerns with SHLP.

**REPORT:** Council Chair Oakley expressed his concerns with the proposed modifications to SHLP, in that the proposals may add undesirable flexibility to a program that is largely used by chancellors and EVCs to attract and retain select faculty. He noted that he has looked at the SHLP data, along with Provost Hume and Director Mathews, and they have identified a number of outlier loans. Council Chair Oakley reported that he and Provost Hume agree that they need to preserve the successful parts of the SHLP, and continue to work on necessary modifications. One idea is to divide the SHLP into two programs, one as a complementary program to the MOP; and the second as a discretionary loan program that would require approval of the Regents per loan proposal.

**DISCUSSION:** Director Mathews reported that any changes to the SHLP will require more time and consultation, and the program should therefore remain at the status quo for now. UCFW members, as well as Council Chair Oakley, agreed. They also agreed to suggest that the Council approve the proposed modifications to the MOP, for presentation to the Regents in May. Lastly, Director Mathews proposed that UCFW consider proposing new members to the Housing Subcommittee. He will also look into the current membership and determine whether additional changes should occur.

**ACTION:** UCFW unanimously approved the proposed modifications to the Mortgage Origination Program, and will transmit its recommendation to the Academic Council for consideration at its April 25 meeting. UCFW will also recommend that further consultations be held concerning changes to the Supplemental Home Loan Program, and that action be reserved for a future date.

**ACTION:** UCFW will consider the membership of the Housing Subcommittee, and determine whether to add new faculty members at a future UCFW meeting.

**REPORT – Faculty Salaries:** Council Chair Oakley announced that he has just learned of President Dynes’ commitment to executing an immediate faculty salary increase sometime this year. Provost Hume is expected to share full details of the salary increase plan at the Academic Council teleconference on April 18. Council Chair Oakley noted that there are many details yet to be worked out, including further work by the Faculty Salary Scales Task Force. UCFW members asked when the increase could be expected, to which Council Chair Oakley replied it sometime this fiscal year.

**VI. Consultation with UCOP – Budget Office**

- **Larry Hershman, Vice President, Budget**

**REPORT:** Vice President Hershman reported on the following topics:

*State Budget:* The state is facing a \$1.3 billion revenue shortfall, therefore creating large uncertainties around the May revised budget. April is a crucial month for state revenue due to anticipated tax collections, and we will know more in the next few weeks. State legislative hearings in the Assembly and Senate have focused on salary increases, cost of living, enrollment levels, student fees, and financial aid. In the upcoming weeks, hearings are scheduled on capital outlay, and budget clean-up issues. Significant action on the state budget will not occur until after the May revised budget is released.

*UC Retirement:* Vice President Hershman reported his view that given the state’s revenue picture, it would be difficult to start UC retirement contributions this year – meaning that employee contributions will not start if the state does not contribute. They are working to get a state commitment in the budget to fund UCRP at the same rate as PERS – an 11% employer and 5% employee contribution. The Department of Finance has indicated support for this position.

*CPEC Methodology:* Concerning proposed changes to the CPEC methodology affecting the calculation of faculty salaries, Vice President Hershman repeated his concerns that the private institutions could be removed from UC’s Comp 8, and that total compensation would be considered in the methodology. Both options, he mentioned, would be a disaster for UC. Vice President Hershman is working with the Department of Finance to change the appropriate language in the budget bill. These negotiations are still pending. Further, Vice President Hershman has made clear to Provost Hume, and the Legislature, that Senate faculty must be given representation on the CPEC methodology-related discussion group. The future of this group, if any, will be known once the budget language is finalized.

*Faculty Salaries:* Vice President Hershman reported that President Dynes has asked him and Provost Hume to work on a plan to increase faculty salaries within the next month. He expects the increases to begin this fall, on a multi-year plan to bring faculty salaries to competitive levels. Vice President Hershman did not provide an estimate on the number of years it will take to implement the plan, only noting that the available funding sources and circumstances will dictate.

*Parking Principles:* Vice President Hershman suggested that UCFW members work with him directly on aligning the UCOP and Senate Parking Principles.

**VII. Childcare – UCFW Member Updates**

- **Susan French, UCFW Chair**
- **UCFW Members**

**ISSUE:** Chair French has requested UCFW members to submit names of campus volunteers to serve on a backup childcare program development committee.

**DISCUSSION:** UCFW members shared names of campus volunteers. Those who had not yet collected names were asked to submit them via email to the UCFW analyst. Further, Chair French requested members to continue working on their campus childcare needs assessment reports, as well as completing interviews with colleagues on childcare needs. UCFW members briefly discussed their progress so far with the interview questions, realizing that outcomes differ widely according to each campus.

**ACTION:** UCFW Analyst Ruskofsky will compile the list of names for the backup childcare program development committee, and submit it to HR&B.

**ACTION:** UCFW members are requested to complete the campus childcare needs assessment reports, and childcare interviews, and provide a progress update at the May UCFW meeting.

**VIII. APMs 700, 710, 711 and 080: Paid Sick Leave, Reasonable Accommodation, Medical Separation and Constructive Resignation; and Inactive COLAs**

- **Jim Chalfant, UCFW Vice Chair**
- **Jill Slocum, Director, Academic Advancement**

**REPORT – APM Revisions:** UCFW Vice Chair Chalfant reported that Director Slocum has provided draft revisions to APMs 700, 710, 711 and 080, and that he wishes to set up a UCFW subcommittee to review and comment. Director Slocum noted that most of the recommendations submitted by the Academic Council last year were considered in these revisions, but they have not yet been reviewed by the campuses. She then provided a brief review of the history of these APM revisions, noting that the process moving forward is to be determined. Vice Chair Chalfant stated that bundling of the four proposed policy revisions will likely be requested from the campuses, and that additional data on presumptive resignation has been requested.

**DISCUSSION:** UCFW members Shane White, Helen Henry and Brenda Bryant volunteered to participate on the review subcommittee.

**ACTION:** The UCFW APM Review Subcommittee, with UCFW Members Jim Chalfant, Shane White, Helen Henry and Brenda Bryant, will work via email, as well as a possible conference call, to bring recommendations to UCFW in May, with a goal of presenting final recommendations to the Academic Council before the end of the academic year.

**REPORT – Inactive COLA:** Director Slocum distributed an April 6, 2007 letter from Provost Hume to the Council of Vice Chancellors that affirmatively states the practice of making academic-year appointees who retire on July 1 eligible for the Inactive Cost of Living Adjustment (COLA), a provision of the UCRP. UCFW members suggested that they each check



with their campus administrators to ensure that they are aware of this policy, and advising faculty members accordingly.

**Executive Session: Items IX, X and XI**

**Note: Minutes, aside from action items, are not prepared for this portion of the meeting.**

**IX. Chair's Report**

[no action]

**X. Consent Calendar**

- UCFW draft minutes, March 16, 2007 meeting

**ACTION: UCFW approved the minutes of the March 16, 2007 UCFW meeting with minor amendments.**

**XI. UCFW Business**

**ACTION: UCFW will transmit a letter to the Academic Council with the following recommendations: (1) that a Senate representative be appointed to the advisory group charged with evaluating and recommending an appropriate CPEC methodology; and (2) that the Academic Council appoint a Senate task force on faculty compensation determination and comparisons.**

**ACTION: UCFW will finalize its response to the UCOP Proposal on the Relationships Between Pharmaceutical Vendors and Clinicians at a later date.**

**ACTION: UCFW Chair French will finalize UCFW's response to The Regents' Proposed RE-89, Adoption of Policy Restricting University Acceptance of Funding from the Tobacco Industry, and transmit it to the Academic Council following today's meeting.**

**Meeting adjourned at 4:00 p.m.**

Attest: Susan French, UCFW Chair

Prepared by: Michelle Ruskofsky, UCFW Analyst

**Distributions:**

1. Provost Hume to Council of Vice Chancellors, April 6, 2007, re: Inactive COLA policy

**Attachments:**

- A. UCFW 2006-07 Attendance

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<b>UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW): ATTENDANCE 2006-07</b>										
Key: X = In attendance; Abs = Absent; Alt = Alternate attended; T = by teleconference										
		10/13	11/17	1/12	2/9	3/16	4/13	5/10	6/8	7/13
<b>MEMBERS:</b>										
Susan French, Chair	Los Angeles (Law)	X	X	X	X	X	X			
James Chalfant, V.Chair	Davis (A&R Economics)	X	X	X	X	X	X			
Kyriakos Komvopoulos	Berkeley (Mech Engin.)	X	X	X	X	Abs	X			
Brenda Bryant	Davis (Hum&Comm Develop.)	X	X	X	X	X	X			
Pauline Yahr	Irvine (Neuro & Behavior)	X	X	X	X	X	Abs			
Shane White	Los Angeles (Den-Endo)	X	X	X	Alt	X	X			
Gregg Herken	Merced (Social Sciences)	Abs	Abs	Abs	Abs	Abs	Abs			
Helen Henry	Riverside (Biochemistry)	X	X	X	X	X	X			
Marjorie Flavin (Fall)	San Diego (Economics)	X	X							
Carlos Waisman (W, Sp)	San Diego (Sociology)			X	X	X	X			
Candy Tsourounis	San Francisco (Clinical Pharm)	X	X	X	Abs	Alt	X			
Douglas Morgan	Santa Barbara (Economics)	X	X	X	T	X	X			
Craig Reinerman (Fall)	Santa Cruz (Sociology)	X	X							
Paul Ortiz (W, Sp)	Santa Cruz (Community Studies)			X	Alt	Abs	X			
Larry Pitts	Member At-Large,UCFW-TF Chair	X	X	X	X	Alt	X			
Harold Simon	Member At-Large (San Diego)	X	X	Abs	X	X	X			
Bob Anderson	UCRS Board Member, TFIR Chair	X	X	T	X	X	Abs			
<b>EX-OFFICIO MEMBERS:</b>										
John Oakley	Chair, Academic Council	X	X	X	X		X			
Michael T. Brown	Vice Chair, Academic Council	T								
Louise Taylor	CUCEA Chair	X	X	X	X	X	X			
<b>GUESTS:</b>										
Bob Miller	Mercer HR Consulting	X		X		X				
Richard McEvoy	Mercer HR Consulting	X		X		X				
Stephen Pollack	Mercer HR Consulting					X				
Amol Mhatre	Mercer HR Consulting	X								
Tim O'Beirne	Deloitte Consulting	X			X					
William Gurtner	Vice President, Clinical Services	X								
Santiago Munoz	Exec.Dir., Clinical Services	X								
Mona Litrownik	Coord., HR&B Policy Prg Des.		X		X	X	X			
Chris Simon	Dir., HR&B Policy Prg. Des. Comp				X	X	X			
Barbara Clark	Office of General Counsel				X					
John Plotts	Asst. VP, Financial Mgmt.				X	X				
Ron Nelson	Exec.Dir., Lab Mgmt.Admin. LANL				T					
Paul Angelo	Segal Corp.				X					
Richard Townsend	Coord., HR&B Retirement				X					
Steve Mathews	Asst. VP & Dir, Loan Programs					X	X			
<b>ALTERNATES:</b>										
Ross Starr	UCFW-TFIR Vice Chair	X								
A. Subrahmanyam	UCLA				X					
Nancy Stoller	UCSC				X					
Rick Kronick	UCFW-HCTF Vice Chair					X				
Sharmila Majumdar	UCSF					X				
<b>CONSULTANTS:</b>										
Maria Bertero-Barceló	Exec. Dir., Academic Council	X								
Larry Hershman	Vice President, Budget	X	X	X		X	X			
Marie Berggren	Interim University Treasurer					X				
Judith Boyette	Asc. Vice Pres, HR&B	X	X	X	X	X				
Judy Ackerhalt	Deputy to Asc VP, HR&B	X	X	X	X	X	X			
Randy Scott	Exec. Dir., HR&B Policy Prg Des.	X	X	X	X	X	X			
Mark Esteban	Dir., HR&B Policy Prg Des,H&W	X	X	X						

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Gary Schlimgen	Dir., HR&B Retirement Plng	X	X			X	X			
Stan Kowalski	Dir., HR&B, Const & Leg Coord.									
Howard Pripas	Exec. Dir., HR&B Labor Rel.									
Eleanor Skarakis	Mgr., HR&B Policy Prg Design	X	X			X				
Jill Slocum	Dir., Academic Advancement	X	X	X	X	X	X			
Sheila O'Rourke	Acting Asst. Vice Pres, Acad. Adv.	X	X	X	X					
<b>STAFF:</b>										
Michelle Ruskofsky	UCFW Analyst	X		X	X	X	X			