

January 2012

# Our University

A NEWSLETTER FROM THE UNIVERSITY OF CALIFORNIA PRESIDENT FOR THE UC COMMUNITY



## UC cuts administrative costs, seeks new revenue

**By Carolyn McMillan**

The University of California Board of Regents met Wednesday and Thursday (Jan. 18-19) at UC Riverside to discuss savings from cost cutting and development of new revenue to fill a looming budget gap.

But discussion of private contributions as a way to bolster student financial aid had to be put off to March after a group of fewer than 20 protesters disrupted the meeting for nearly an hour.

During the two days of meetings, senior administrators outlined for the board the latest state funding proposal and discussed a variety of initiatives now under way, including efforts to pare operational costs and enhance revenue opportunities from new inventions.

"Last month we took another \$100 million cut in state support for a total 2011 budget reduction of \$750 million. That's a 25 percent cut from the previous year's funding," said chair Sherry Lansing. "Believe me, this board is working diligently to find alternative funding strategies and creative solutions to this budget crisis."

Efforts include a complete overhaul of how UC delivers human resource and payroll services to faculty and staff, and a program to help faculty with early-stage discoveries attract the venture capital necessary to bring products to market.

Dozens of students — some of whom were not from UC — turned out for the meeting Thursday, and were vocal in their anger over the rising cost to attend the university. Following the public

comment period, the meeting was briefly disrupted when 15 members of Occupy UC locked arms and began chanting.

Campus security cleared the room, and the meeting resumed without incident about an hour later. During the ensuing hours, hundreds of students protested state funding cuts and rising tuition outside the building where the regents were meeting.

### **State support**

Administrators, in speaking about various budget strategies, stressed that state funding remains a critical part of UC's financial equation, particularly as it relates to tuition levels.

To that end, talks are ongoing with the governor's office and the Department of Finance over a possible multi-year funding plan, said Patrick Lenz, UC's vice president for budget and capital resources.

The plan, which is still highly tentative, would be contingent on passage of Gov. Brown's tax initiative on the November ballot and would also require support from state lawmakers, a factor that Regent Russell Gould called "critical" to its success.

Together with modest fee increases and UC's other revenue initiatives, the multi-year plan could bring stability to the University's fiscal outlook and assure that tuition remains affordable and predictable, said Lenz and Nathan Brostrom, executive vice president for business operations.

Brown has proposed a state budget for fiscal 2012-13 that includes no additional cuts to the university beyond the \$750 million it sustained this year. His plan also includes \$92 million in flexible spending that could be used for UC's retirement program.

Regents commended administrators for securing an acknowledgement that California has a fiscal obligation to the university's retirement plan.

The state pays the employer share of retirement costs for the California State University and Community College systems, as it once did for UC. For the past several years, UC has called on Sacramento to give it equal treatment.

"The governor has re-established the principle that California has a responsibility to contribute to UC retirement costs," President Mark G. Yudof said. "This is a step in the right direction, and we applaud it."

### **Cost-cutting successes**

Also worthy of applause: UC's efforts to cut costs and find new sources of revenue.

On the administrative efficiencies front, UC's Working Smarter program is well on its way to meeting its goal of producing \$500 million in savings that can be funneled into the academic mission.

- Through changes to its Enterprise Risk Management program, the university in 2011 saved \$101.2 million on insurance and other costs.
- Energy efficiency measures have made UC the greenest university system in the nation, while saving \$32 million annually in energy costs.
- The UCPath Initiative, a four-year program to move UC to a single, universitywide payroll and HR system, is expected to save the university up to \$100 million a year.

UC also is looking at a variety of ways to enhance entrepreneurship on its campuses, to make more of its inventions into useful products.

Steven Beckwith, vice president for research and graduate studies, told the board that it will take time for UC to develop significant new revenue from its technology transfer programs. It is difficult to predict which inventions will become economic blockbusters, and it generally takes 10 or more years for inventions to begin generating revenue.

Nevertheless, UC is working on a range of fronts to bridge the gap between inventions and the marketplace, including a "proof-of-concept" program that would help early-stage inventions attract venture capital, providing support to help incubate new start-up companies and working with the business community to bring product experience into the development process.

"The people who work in research do extraordinary things that often lead to new businesses and can lead to tremendous sources of revenue if we own a certain percentage of the discovery," Lansing said.

***Carolyn McMillan is the managing editor for Internal Communications in UC's Office of the President.***

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## Systemwide News

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### **UC to ban smoking on all campuses by 2014**

***By Katherine Tam***

Chancellors at all University of California campuses across the state will soon form steering committees to implement the university's new smoke-free policy by 2014.

UC will ban both smoking and chewing tobacco on campuses, including parking lots and housing, as part of its commitment to cut tobacco use and exposure to secondhand smoke. The sale and advertising of tobacco products also will be prohibited.

"Smoking is a leading cause of preventable and premature death," said Grace Crickette, chief risk officer. "Making all our campuses smoke-free provides a healthy environment for our students, faculty, staff, patients and visitors. It's the right thing to do."

A leader in strong healthcare practices, UC has already barred smoking at its five medical centers. The remaining campuses do not allow smoking inside buildings and within 20 to 25 feet of buildings.

All UC-sponsored medical plans offer tobacco cessation resources, programs and prescription nicotine replacement therapy to help employees quit smoking.

More than 585 other colleges and universities across the country have banned smoking.

In a letter this month, President Mark G. Yudof directed chancellors to assemble steering committees tasked with implementing the policy at their locations. Campuses will release additional details to their communities as they become available.

Enforcement will rely primarily on educating smokers about the dangers of lighting up and campus resources that can help them quit, Crickette said.

More than 440,000 people die from tobacco-related illnesses every year, making smoking the No. 1 cause of preventable death, according to the Centers for Disease Control and Prevention. Secondhand smoke causes nearly 50,000 deaths annually, primarily from lung cancer and heart disease.

About 10 percent of UC employees smoke, below the state average of 12 percent and the national average of nearly 20 percent, according to a report from the university's smoking policy subcommittee. About 8 percent of UC students smoke compared to the national average of 16 percent. Young adults are considered the most susceptible to becoming regular smokers.

The policy to snuff out smoking and tobacco use grew out of discussions at the university's August 2011 occupational wellness forum and is part of the university's larger wellness initiatives.

Some campuses were already thinking about going smoke-free and had begun researching the idea. A committee of occupational health and wellness specialists from different campuses was formed and crafted the systemwide policy.

***Katherine Tam is a communications coordinator in Internal Communications at UC's Office of the President.***

### **Regents plan May rally at state Capitol**

The University of California Board of Regents will rally on the steps of the state Capitol in May alongside students, faculty, staff, alumni and other UC supporters, chair Sherry Lansing announced today (Jan. 18).

In remarks opening the regents' two-day meeting at UC Riverside, Lansing said the regents will meet in Sacramento May 16 and 17. She said the rally at the state Capitol is intended to spotlight the adverse effects that cuts in state funding have had on the university and to build public support for re-investment in higher education.

"The truth is, this university was founded by and for the people of California. Unless our elected representatives start funding us at a realistic level, UC's ability to serve the state and its citizens will be at serious risk," Lansing said. "UC is the best investment in California's economic future that our state leaders can make. It's up to all of us to remind them of that."

The May event is just one of numerous advocacy actions that regents, senior leaders and the university's supporters have taken to remind the public and lawmakers about all the ways that UC benefits California, its people and the state's long-term economic health.

State lawmakers slashed UC's budget by \$750 million this year, a cut of roughly 25 percent from the previous year. In response, UC made significant program cuts, raised student fees, enacted administrative efficiencies and launched efforts to find new revenue sources.

UC's budget crisis, however, cannot be solved without a return to predictable, stable state support, university leaders say.

Lansing, who has been meeting with students at UC campuses, hopes to secure their

participation in the Sacramento event. Since December, she has met with student groups at UCLA and UC San Diego, and is meeting this week with students at UC Riverside. UC Berkeley is next, and she expects eventually to meet with students at every UC location.

"One thing I'm convinced of is that we all want the same things for UC, whether you're a student, a parent, a faculty or staff member, an alumnus or a regent. We all want high-quality and accessible academic programs; modern libraries and research facilities; safe and inviting campuses; good student services — and affordable tuition."

### **Application period for Staff Advisor to Regents now open**

The application period for the next staff advisor-designate to the Board of Regents opened Jan. 17, the University of California Office of the President announced. The position's term runs July 2012 through June 2014.

The staff advisor program, now in its sixth year, allows for two staff and/or non-Senate academic employees to participate in open sessions of designated committees of the board. The staff advisors bring the voice and perspective of staff and non-Senate academic employees to board deliberations.

The current staff advisors to the regents are Penelope "Penny" Herbert, manager in the Department of Clinical Operations, UC Davis Health System, whose two-year term will expire in June; and, Kevin Smith, chief financial and compliance officer for the UCLA Chancellor's organization, who joined the board in July 2011.

"During these times of transformational change, it is imperative to have a liaison between staff and UC leadership so staff concerns and views regarding workplace issues and policy decisions are fully considered," Herbert said. "It is an honor to serve in this role."

All employees are encouraged to learn more about the program at the staff advisor website (<http://www.universityofcalifornia.edu/staffadvisors>) and through local human resources offices.

Applications will be accepted through March 2, 2012.

Questions about the staff advisor position or the application process should be directed to Jeannene Whalen, UCOP Employee Relations, at (510) 987-0853 or at [Jeannene.Whalen@ucop.edu](mailto:Jeannene.Whalen@ucop.edu).

### **About the staff advisors to the regents**

A continuing goal of the UC Regents is to foster two-way communication between UC staff and the board. In January 2007, the regents voted unanimously to establish positions for two staff advisors to participate in their deliberative process and to provide a staff perspective on matters coming before the board.

One new staff advisor is selected each year for a two-year term. The staff advisors serve as non-voting advisors to designated regents' committees, and they attend and participate directly in committee and board meetings throughout their term of service.

## **UC center explores race in 21st century**

***By Harry Mok and Susan Suleiman***

In a nation of immigrants, Shannon Gleeson's multiethnic genealogy parallels the stories of many American families.

Her mother first came to the United States from Mexico in 1970 as a teenage undocumented

immigrant and found work as a housekeeper. After being deported and later returning, she eventually earned a college degree and embarked on a three-decade career in California and Texas as a schoolteacher.

Her father's Irish-German-Ukrainian family traces its roots to the wave of European immigration during the late 19th and early 20th centuries when the doors to the U.S. were mostly open. He eventually settled in Los Angeles.

Both families faced challenges and xenophobia immigrants often experience, but the political eras during their migration were distinct.

"What's different is the legal context in which they entered," Gleeson said. "We tend to think of Ellis Island with some nostalgia. We don't think of the Mexican border (positively) as a gateway to prosperity for generations of people."

The dichotomy of her family history in part led Gleeson to concentrate on the immigrant experience as an undergraduate in sociology at Santa Clara University and for her doctorate in sociology and demography from UC Berkeley. The pathways and obstacles that immigrants, particularly low-wage workers, encounter is now the focus of Gleeson's research as an assistant professor of Latin American and Latino Studies at UC Santa Cruz.

One of her studies examines how recent immigrants involved in wage and hour, discrimination, injury or other workplace disputes utilize legal systems and the effect factors such as race or legal status have when making claims. That project is funded by a \$14,000 grant from the UC Center for New Racial Studies, a Multicampus Research Program Initiative (<http://www.uccnrs.ucsb.edu/>) based at UC Santa Barbara. The center was founded in 2009 with a \$1.73 million grant from the UC Office of the President to foster innovative teaching and research on new dynamics of race and racism.

"What I'm interested in is looking into the gap between having rights on the books in theory, and how those rights materialize in practice," Gleeson said.

The research was part of the center's agenda to investigate "The Nation and Its Peoples: Citizens, Denizens, Migrants" during its first round of grants in 2010-11. Gleeson said her research raises issues about the structure of the economy and equality, and ties into the dialogue over the Occupy movement.

"There are a number of intersections on different issues and as academics our job is to pull those together," she said, "and not let policy discussions go on in a vacuum."

The mission of the UC Center for New Racial Studies is to explore race through multidisciplinary research during an era that, with President Barack Obama's election, is considered by some to be post-racial. Conversely, it is also a time still fraught with deepening racial stratification, inequality and differences.

"We're living in a highly contradictory racial atmosphere," said Howard Winant, director of the center and a sociology professor at UC Santa Barbara. "In some ways, things have gotten better; in other ways they've stayed the same or gotten worse. There's a largely unprecedented set of racial conditions. We don't really know how to deal with race anymore."

Aggregating research from a variety of fields under one theoretical umbrella allows thinkers to enrich their scholarship and leverage new ideas on race in the public debate. That's no simple matter, despite many breakthroughs over the past decades.

Gleeson said receiving a grant from the center was a great opportunity to have a discourse on issues encompassing race in different contexts and with researchers in various disciplines across the UC system.

“Support from the central administration provides continuity for this type of research,” she said. “It also signals a broader UC commitment to address these issues.”

Fostering collaboration was among the reasons for creating the center, Winant said. He estimates that there are about 1,000 UC researchers studying race in a wide variety of disciplines. Research is underway not only in the social science and humanities and ethnic and gender studies, but also in professions including public health, law, urban planning, architecture and social work.

“There is no other university in the world with anything near this breadth or depth in terms of sheer numbers of high-quality scholars,” Winant said.

New racial studies, as defined by the center, can include any aspect of identity linked to race, including class, ethnicity, gender and immigration status.

“We’re all supposed to be color blind,” Winant said. “We’re supposed to recognize that we’re all just people. But at the same time, we have racially segregated neighborhoods, employment, infant mortality, life expectancy and patterns of incarceration. We’re trying to be more egalitarian and inclusive but we have not challenged the underlying forces that shape racial injustice and inequality.”

Mapping the unstable ground of contemporary race relations is crucial as the United States faces dramatic changes both at home and abroad, according to Yolanda Moses, a vice provost and professor of anthropology at UC Riverside, who serves on the center’s steering committee.

By 2050, the U.S. population is expected to be a minority-majority with no dominant racial or ethnic group. The questions about how Americans will adapt seem endless. Will the new America be less racially divided, or more?

“We do not live in a color-blind society or a post-racial society,” Moses said. “I know that people want to make that be true, but it is not true. We want to make the structures visible.”

For 2011-12, center scholars are focusing on "Intersectionality" — the ways that race, gender, class and other markers, such as immigration status, function in tandem to affect people’s lives. During 2012-13, the theme is "Race-Making, Race-Neutrality and Race-Consciousness," which will delve into social, economic and other factors that form racial identities.

“Every relationship of oppression and resistance, domination and resistance, is unique,” Winant said. “We recognize that. Race is not class, is not gender, is not environment, is not age. At the same time, all those things are connected and overlap in certain ways.”

In future years, researchers affiliated with the Center for New Racial Studies will continue to identify underlying issues that, consciously or not, inform our conversations about race. These include the question of color blindness, how the state deals with race, patterns of incarceration, immigration and the ramifications of race in a 21st-century global context.

“It is imperative that we seek to understand what the consequences are of an ever-shifted U.S. demography and that we identify the axes of inequality that have emerged,” Gleeson said.

## UC Online Program Kicks Off With First Course

### **By Nicole Freeling**

A calculus course at UC Merced marks the first class to be offered through the University of California's online instruction project, with several more courses to be rolled out in early April. The program's inaugural course, which began Jan. 17, is a preparatory calculus class taught by instructors Lei Yue and Maria Albert. It blends online coursework with weekly two-hour discussion sessions. The format enables students to work at their own pace, focusing on the areas in which they need the most practice and moving quickly through material they are grasping easily, according to Yue.

UC's online instruction program is a systemwide effort that aims to explore and develop the use of online education in UC's undergraduate curriculum. Through the program, UC faculty will offer high-enrollment, lower-division gateway courses for full course credit - first to UC students at their home campuses, then to non-UC students for transferrable credit, and ultimately, to students at other UC campuses.

Coordinated through the Office of the President and involving all nine undergraduate campuses, the online instruction project consists of a number of key components. One of these is an evaluation program that will gather comprehensive data on what works in online education and what doesn't - data that can inform the way online education is delivered in a field that has thus far been notoriously understudied. The results of this evaluation will be presented in a report to be released toward the end of 2012.

### **Webinars For More Information**

Faculty and staff are invited to attend a project update webinar hosted by the project lead, Vice Provost Dan Greenstein, to be held Friday, Jan. 27 at 12 pm. For more information, go to: <http://onlineeducation.universityofcalifornia.edu/events/webinar-series>

UCOP will offer project update webinars throughout the year. Upcoming topics include proctoring online exams and program basics for students. Email [uconline@ucop.edu](mailto:uconline@ucop.edu) to request to be added to the distribution list. To learn more about the project, go to <http://onlineeducation.universityofcalifornia.edu>.

You can view previous webinars, such as one on the evaluation plan for the online project, at: <http://onlineeducation.universityofcalifornia.edu/events/oipp-webinar-series-archive#Plan>

Another core aspect of the program is the creation of an open-source learning platform, called the Common Learning Environment (CoLE), aimed at offering faculty greater flexibility in teaching their courses than what is currently available on the market. Built by a dedicated project team from top-tier universities – including UC Berkeley, with contributions from staff across the system – the CoLE seeks to incorporate the best elements of existing learning tools and systems and to adapt other capabilities, such as those in social media, to the academic environment. A webinar on the CoLE is available at: <http://onlineeducation.universityofcalifornia.edu/events/oipp-webinar-series-archive#CLE>

### **Creating a media-rich environment**

"I was against the idea of online instruction in the beginning," said UC Davis Professor Arnold Bloom, whose class on global climate change will be among the spring semester offerings. "I've

now become an evangelical for it." Bloom's course makes use of 10-minute mini-lectures shot in front of a green screen, with special effects and background text that help illustrate the concepts under discussion. He described the videos as "mini Ken Burns-style documentaries."

Bloom said the online course has the potential to enable an unlimited number of people - both within and outside the UC system - to broaden their understanding of climate change. "My hope is that we can get our students in a discussion with students from around the country and around the world, engaged in issues like: Should we have cap and trade?"

The courses in the program are designed to employ the capabilities of online instruction to provide an experience distinct from the classroom. Susanne Lohmann at UCLA, for example, is teaching a political science class that takes advantage of multi-player gaming to illustrate concepts about collective decision-making. For a music course taught by Shlomo Dubnov of UC San Diego, students will be able to post and share their own composition, using audio files to comment on specific phrasings within a piece of music.

Courses planned for release this year range from algebra and chemistry, to information technology, to current affairs, to arts and dance.

"So much of online learning is geared toward disciplines where there's a right answer and a wrong answer," said UC Riverside professor Jacqueline Shea Murphy, whose dance studies class is slated for the fall. "I felt it was really important to be part of the pilot project and have a platform that was shaped to include ways of learning based more on developing critical thinking skills and on discovery."

### **Next steps**

More than 20 courses, with at least one from each of the nine undergraduate campuses, are in development for the program. Proposals for a second wave of courses, to begin in 2013, have been submitted and will be evaluated for development over the next several months.

The online project will roll out in several phases, with five to seven courses currently in development to begin in early April at campuses on the quarter system. Another half-dozen courses are planned for the summer.

All of these courses will be available to students enrolled at the home campus at which the courses are taught. Just as with any course in the system, students may enroll in courses taught at campuses other than their own, but doing so requires an inter-campus enrollment process that can be complicated and cumbersome.

Ultimately, once logistical details about cross-campus registration and other factors can be resolved, the program aims to facilitate the process, allowing UC students on any campus to enroll in any UC Online course without going through inter-campus enrollment.

In the fall, the online program will be expanded to also include non-UC students, who will pay a fee per course. The revenue will go in part to supporting the cost of the Online Instruction Program and in part to the faculty and departments that have submitted and developed the courses.

UC has enlisted Blackboard, Inc. to provide enrollment strategies and students services to reach non-UC students. (A recording of the kickoff meeting with Blackboard is available at: <http://onlineeducation.universityofcalifornia.edu/events/webinar-series>.)

**Nicole Freeling is communications coordinator for academic affairs at the UC Office of the President.**

## **New grant projects aim to improve hiring of women, minorities in STEM fields**

**By Anne Wolf**

The University of California has begun a detailed analysis of hiring data to help pinpoint best practices for the recruitment and retention of female and under-represented minorities as faculty in its science, technology, engineering and math (STEM) disciplines.

Susan Carlson, vice provost for academic affairs, is one of four UC principal investigators to receive new grant funding from the National Science Foundation's ADVANCE Program, which seeks to increase faculty diversity.

She sought the grant to begin analyzing the current level of diversity among STEM faculty recruits, as the first step toward increasing the representation of women and under-represented minorities in these disciplines. This is a problem affecting universities nationally, and UC hopes to be a leader in solving it.

"Because of our location and the strength of our academic programs, we should have the most diverse STEM faculty among the nation's research universities," Carlson said.

Yet the numbers reveal that UC hires a smaller percentage of women and minority STEM faculty than the percentage available nationwide.

"We are doing most of the right things, so it's hard to know precisely why we're not hiring a more diverse STEM faculty," Carlson said. She hopes the research and subsequent roundtable discussions will create the right conditions to enable UC to recruit and retain more women and under-represented minority STEM faculty.

Carlson and a team of researchers will be analyzing system-wide hiring data to learn where the biggest challenges lie, as well as who is succeeding in this area and why.

"As a 10-campus system, we have the ability to access and share hiring information that will help us understand the issues in a way that single campuses cannot. This puts us in a position to be a national leader in finding solutions to this ongoing problem," she said.

In addition to the data analysis, the grant will also be funding a series of roundtable discussions, centered on various topics related to the recruitment and retention of STEM faculty.

### **Roundtables on Hiring STEM Faculty**

#### **Using Data to Improve the Faculty Search Process in STEM**

April 11, 2012 at UC Berkeley

Faculty interested in participating in the roundtable should contact their campus coordinator or Kevin O'Neal, program coordinator, (Kevin.O'Neal@ucop.edu). Contacts are listed on the ADVANCE website (ucop.edu/ucadvance).

The Academic Personnel Office at University of California Office of the President will host additional roundtables to discuss issues related to recruitment and retention of women and under-represented minorities in the STEM disciplines.

While dates for subsequent workshops are yet to be determined, the topics and locations include:

- Women of color in STEM fields, UC Irvine
- Faculty review process, UC San Diego
- Latina issues, UC Davis
- Mentoring as a support strategy, UC Riverside

Carlson plans to bring together UC faculty and administrators in a range of roles to network and share information, experience and research. These will include STEM faculty, diversity officers, campus climate committee members, chairs of STEM faculty hiring committees, academic personnel committee members, deans, key administrators and faculty whose research focuses on this subject.

"Our hope is that the data, roundtable conversations and best practices we already have in place will give us an advantage in future hiring," Carlson said.

Carlson's office also plans to coordinate connections among all four grantees to further leverage the ADVANCE project and the other UC projects, which include:

- A UC Riverside project to evaluate the recruitment, retention and advancement of women faculty in STEM disciplines at UCR and to build a network of women faculty of color in STEM throughout California;
- A UC Berkeley and Hastings project to develop toolkits for STEM faculty who are hiring in order to support diversity;
- A UC San Diego project to develop a longitudinal study of careers of women, under-represented minorities and LGBT STEM faculty to identify and analyze the mechanisms of cumulative disadvantage.

Together the four grants total more than \$2 million in research dollars awarded to UC.

These grants will get people thinking about the importance of having a more diverse faculty, which serves UC in both teaching and research, she said.

"We know that we serve diverse students, and research shows that these students are more successful when they have faculty members who share similar backgrounds and experiences," Carlson said.

Research also shows that scientific breakthroughs are more likely to occur when there are diverse viewpoints, opinions and experiences.

For more information about UC's Advance PAID grants, visit the website at [ucop.edu/ucadvance](http://ucop.edu/ucadvance)

***Anne Wolf is systemwide coordinator, Internal Communications, UC Office of the President.***

## **More Systemwide News**

### **Don't forget to sign patent amendment**

<http://www.universityofcalifornia.edu/news/article/26989>

### **CalTeach brings STEM students into K-12 classrooms**

<http://www.universityofcalifornia.edu/news/article/26983>

### **UC's green investments pay off**

<http://www.universityofcalifornia.edu/news/article/26956>

## UC Riverside groundskeeper comes to the rescue

**By Katherine Tam**

On the typical school day, James Dixon bustles about UC Riverside keeping the sprawling campus pruned and picture-perfect.

But on weekends - and occasionally on weekdays, when duty calls - he treks through thick, tangled brush and mountainous terrain in search of the missing.

"It's a great experience and you're always learning something," Dixon said.

Dixon, who has worked as a groundskeeper at UC Riverside for nearly five years, is a certified volunteer with the San Bernardino County Sheriff's Search and Rescue Team. Armed with 35 pounds of life-saving gear on his back, Dixon helps bring the lost and stranded home safely. This past year, that included the successful recovery of an autistic boy missing for more than 24 hours.



**James Dixon  
UC Riverside**

His penchant for the outdoors made joining the search and rescue team a natural. After all, family camping trips, fishing hole excursions and visits to his relatives' big farm were childhood staples. As an adult, he spends his leisure time hiking a few times a month, frequently off trail, and rappelling 140 feet into canyons.

A news article about search and rescue teams piqued his interest, and after speaking with a friend who volunteers with a local crew, Dixon signed up. And so began the intensive training, stocking up on gear from ropes to carabiners - volunteers buy much of their own equipment - and the journey to secure the necessary certifications.

"It was a lot more training than I expected," Dixon said. "That was an eye-opener to me to see what's involved. It's fun and it's hands-on."

Dixon has taken part in half a dozen searches since joining the team about two years ago. Among them the Sept. 13, 2011 rescue of 8-year-old Joshua Robb, an autistic boy who ran into the woods near his elementary school and had been missing for more than 24 hours during a bad lightning and thunderstorm.

"It had been pouring down rain and hailing," Dixon said. "We were concerned about the child. It was really bad conditions."

Officials pinpointed an area where they thought Robb might be. They drove Dixon and his three teammates into the dense woods and dropped them off to search on foot for signs of the child: broken branches, footprints, anything personal left behind.

They hiked 3 miles before they found a shirt. They suspected it was Robb's but did not know for certain so they text messaged a picture of it to the command post, where the boy's parents were waiting. The parents confirmed it belonged to their son.

In the meantime, Dixon noticed footprints nearby and felt growing certainty that they had found signs of Robb.

The command post decided to dispatch a dog team to aid the search using the boy's scent from the shirt. But before the dogs arrived, Robb wandered out from among the trees, probably following the sound of the rescue team's voices. He looked fine and was responsive, Dixon said. They gave him some clothes and food, and radioed for a helicopter to ferry the boy out of the woods.

Of course, not all search and rescue missions are this exciting, or end so well. On his first search, Dixon was assigned to parking lot patrol, meaning he made sure that only emergency vehicles entered the lot. On another occasion, he and his teammates scoured a park for hours for a runaway, then learned the child walked home on his own.

Dixon plans to complete his last basic level certification class, a training session in snow and avalanche rescue, in a couple months that will allow him to assist in any mountain rescue situation. Quitting is nowhere on the horizon.

"I'll stay for as long as I'm physically able," Dixon said.

***Katherine Tam is a communications coordinator in Internal Communications at UC's Office of the President.***

### **Santa Cruz Environmental Studies faculty stand up for experiential learning**

Intensive in-the-field programs face dwindling state support; now UC Santa Cruz faculty are raising funds to keep these courses running. Read:

<http://news.ucsc.edu/2011/12/Environmental-Studies-experiential-education.html>

### **UCSF's "St. Rose" inspires people in rural Peru**

UCSF's Dr. Rosa Ten recently returned from her annual trip to Cusco, Peru where she brought much needed healing and a compassionate heart. Read:

<http://www.ucsf.edu/news/2011/11/10993/ucsfs-saint-rose-inspires-people-rural-peru>

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## **HR Briefs**

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### **UC has resources for a healthier you**

***By Katherine Tam***

You've chowed down all the holiday sweets and second helpings your body can handle and then some. Now it's time to get back in shape in the new year.

You don't have to do it alone.

UC and your medical plan offer programs and tools — many of them free or at reduced cost — to help you eat right, get fit, quit smoking and adopt healthy habits that can improve your well-being.

Here are just some of the resources available to you:

- **Leave smoking behind.** Smoking is the No. 1 cause of lung cancer and is to blame for other health problems such as lung disease and coronary heart disease. Quitting is hard

but your medical plan has tools to help. Depending on your plan, tobacco cessation aids can range from classes and coaching to prescription medicine and meditation. To find out what your plan offers, contact your medical plan or visit your plan's website.

- **Be well.** Your campus offers wellness programs from workout groups and Tai Chi to cooking and nutrition classes — and it's all free. Visit the UC Living Well website at [www.uclivingwell.ucop.edu](http://www.uclivingwell.ucop.edu) to view the campus programs. Don't forget that tasty and healthy recipes are also available at the UC Living Well website.
- **Take care of your mental self.** Being mentally healthy is just as important as being physically healthy. Find time to relax and do things that are fun. Accept that some things are out of your control and move on. Learn relaxation methods such as yoga or meditation. If you need help, talk to someone — a family member, friend, co-worker or a psychologist.
  - Licensed mental health providers are at your fingertips. Your campus Employee Assistance Program offers free, confidential one-on-one counseling.
  - United Behavioral Health Services will refer you for counseling services to a local provider. The first three appointments with a network provider are free of charge. Contact UBH at 888-440-8225 or visit the website: [www.liveandworkwell.com/public/](http://www.liveandworkwell.com/public/)
- **Get fit.** Most medical plans offer discounts for gyms and weight management programs that will help you get fit. Research has shown that exercise might be an effective way to prevent or reduce depressive symptoms. And a modest weight loss can improve your health and help you ward off certain diseases. See what your plan offers by visiting your plan's website.

Your location may also offer wellness discounts and activities.

- **Assess your health for free.** Take a free, confidential health assessment to learn how your lifestyle affects your health. Then take the follow-up wellness coaching.
  - Through Staywell, UC offers \$100 gift cards as an incentive to employees who complete the assessment by June 15, 2012 and follow-up coaching by Dec. 31, 2012. Employees must be enrolled in a UC medical plan on Jan. 1, 2012 to qualify. Spouses and domestic partners also are eligible and can receive a \$50 gift card.
  - Kaiser Permanente members are not eligible for the Staywell incentive, but they can participate in Healthworks, Kaiser's health assessment and follow-up program.
  - For more information on these health assessment programs, visit the UC Living Well website and select either Staywell or Kaiser Permanente.
  - Some unions have opted out of Staywell. If you are a represented employee and want to see if your union is participating, check the list on the UC Living Well website: <http://uclivingwell.ucop.edu/staywell/unions.html>.

## Quick links to your plan's wellness websites

### **Anthem Blue Cross:**

[http://anthem.com/wps/portal/ca/footer?content\\_path=employer/f2/s0/t0/pw\\_a120213.htm&label=Healthy](http://anthem.com/wps/portal/ca/footer?content_path=employer/f2/s0/t0/pw_a120213.htm&label=Healthy)

**Kaiser Permanente:** <http://my.kp.org/ca/universityofcalifornia/healthandwellness.html>

### **Health Net & Health Net Blue and Gold:**

[https://www.healthnet.com/portal/member/custom/content.do?companyName=uc&companyPage=decision\\_power.html](https://www.healthnet.com/portal/member/custom/content.do?companyName=uc&companyPage=decision_power.html)

### **Western Health Advantage:**

[http://www.westernhealth.com/health/health\\_promotion.cfm?section=ucdavis](http://www.westernhealth.com/health/health_promotion.cfm?section=ucdavis)

***Katherine Tam is a communications coordinator in Internal Communications at UC's Office of the President.***

## Coming Soon! Your Personalized Retirement Roadmap

Every January, gyms all over the country see a surge in memberships, because people are making it their goal to "get fit this year." In 2012, make your New Year's resolution to get *financially* fit, too, so you may be able to enjoy both health *and* wealth in retirement.

UC is working to make that resolution easier to keep. In February 2012, UC will unveil an enhanced, online Retirement Review for 2012, plus an expanded, interactive UC Focus on Your Future website.

"In the past, we've mailed a personal Retirement Review brochure each year to show what you're on track to receive from your UC benefits at retirement," says Michael Baptista, executive director, Benefits Programs and Strategy. "In February, we're moving the Retirement Review online, which lets us make it more interactive and, as a result, even more valuable."

### **What's happening**

When the new site debuts in February 2012, you'll be able to:

- **Check your 2012 Retirement Review** and see your personalized "Retirement Readiness Score"—the percentage of current estimated annual income you could receive at retirement from the UC Retirement Plan and UC Retirement Savings plans combined.
- **Explore how your Retirement Readiness Score changes** when you choose a different retirement age, increase your 403(b)/457(b) Plan contribution, and more.
- **Create a personalized Roadmap and Action Plan** and see what steps you can take to move forward with your plan.

You'll also get:

- **Learning recommendations.** Answer a few simple questions, and you'll get recommendations for tools, articles, and classes that are relevant to your situation.
- **A financial fitness library.** All the resources you need will be right at your fingertips.

Get personalized recommendations, or browse resources by life stage or category. Read articles, find tools or see what Financial Education Classes are coming to your area. You can also browse the latest FOCUS newsletter.

- **Easy log-in to NetBenefits®.** You'll only need to log in once with your NetBenefits username and password, which means one less password to remember.

#### **Find out more**

**Preview the enhanced site** and the new online Retirement Review in the short video at: <http://www.ucfocusonyourfuture.com/index2.php>

**Make sure your email address is on file** so you can get updates about new content and special features. You'll need to log in to [www.netbenefits.com](http://www.netbenefits.com) with your Fidelity username and password and click on the YOUR PROFILE tab.

### **Feeling overwhelmed? Learn how to manage stress better**

#### ***By Katherine Tam***

We all know what it's like to feel stressed. A certain amount of it can be a good thing. It can drive us to do better and improve our concentration, but stress can also be overwhelming in a negative way.

Make sure you're not experiencing an unhealthy amount of stress. Here are some of the signs and symptoms of stress overload to watch for:

- Anxiety or feeling apprehensive
- Sadness, loneliness or helplessness
- Feeling incompetent, unappreciated or trapped
- Getting easily overwhelmed, frustrated or angry
- Trouble concentrating
- Loss of interest in people and things, or dreading going to work
- Alienation and isolation
- Thinking the same thing over and over
- Feeling tired or tense
- Changes in mood
- Changes in eating or sleeping habits
- Headaches, muscle spasms, rapid heart beat, stomach problems, nausea or heightened energy
- Increased use of alcohol, drugs or cigarettes

If you have several of these symptoms and they linger or keep recurring, it could be a sign that stress is negatively affecting you.

So what can you do to stop it from becoming too overwhelming? Here are some tips:

**Clarify what you can and cannot control.** The path to serenity is to accept the things we cannot control, have the courage to change the things we can and the wisdom to know the difference. Focus on what you can control such as your attitude and behavior.

**Watch for negative thinking.** Try not to repeat negative thoughts to yourself. Do not dwell on the worst-case scenario or play "what if?" games. Instead, substitute neutral or positive

thoughts.

**Simplify life.** Delegate at work and at home. Drop voluntary obligations if you feel overloaded. Avoid stress and daily hassles by planning ahead such as getting up a few minutes earlier and shopping for the week.

**Plan regularly, prioritize and set realistic goals.** Don't try to make too many changes or accomplish too much at once. Make a list of priorities. Break things down into manageable pieces. Set limits.

**Seek humor and fun.** Rent a funny movie. Read humorous books and cartoons. Dance. Make an effort to look at the humorous side of life.

**Take care of yourself.** Exercise moderately at least two to three times a week. Find a physical activity you really enjoy. A brisk walk at lunchtime can be a big help. Maintain a healthy diet. Get plenty of sleep. Remember that caffeine, alcohol, cigarettes and drugs all contribute to stress.

**Practice relaxation.** Try deep breathing, visualization, meditation, yoga, stretching or some other technique that helps you relax.

**Take breaks.** Shut your office door, close your eyes and do deep breathing or listen to soothing music. Walk around the office or campus. The change of scenery can do you good. Solve a puzzle or do something else that takes a break from whatever is causing stress.

**Get support.** Identify family, friends and co-workers you trust and can talk to. Make social plans with them. Reach out when you feel overwhelmed. Talk about your feelings. Join departmental or campus-wide social activities and staff organizations to meet new friends and build social support among others on campus. At home, have a family meeting to ask for help and understanding during a difficult time.

**If you feel work is contributing to stress,** make sure you understand your job tasks and performance standards. Talk with your supervisor about possible solutions to workload issues.

#### **HELP WHEN YOU WANT AND NEED IT**

**Employee Assistance Programs** offer free and confidential counseling services. Find your campus EAP office at: [http://atyourservice.ucop.edu/directories\\_contacts/fs\\_assist\\_prog.html](http://atyourservice.ucop.edu/directories_contacts/fs_assist_prog.html).

**Faculty and Staff Wellness Programs:** Learn more about the UC Living Well initiative and your location Faculty and Staff Wellness Program at <http://uclivingwell.ucop.edu/welcome.html>. Click on "campus programs" to find programs and resources at your location.

**United Behavioral Health Services** will refer you for counseling services to a local provider. The first three appointments with a network provider are free of charge. Contact UBH at 888-440-8225 or visit the website: [www.liveandworkwell.com/public/](http://www.liveandworkwell.com/public/)

***Katherine Tam is a communications coordinator in Internal Communications at UC's Office of the President.***

#### **Family member health insurance eligibility review to begin in March**

Is your spouse or partner, child or grandchild enrolled in your UC-sponsored health insurance? Beginning in March, all faculty, staff and retirees who have family members enrolled in UC-

sponsored medical, dental and/or vision plans will be asked to verify their family members' eligibility.

UC Human Resources has selected Secova, Inc. to complete a project to identify ineligible family members to ensure compliance with UC's Group Insurance Regulations and to fulfill UC's fiduciary responsibility to its employees, retirees and the citizens of California.

Secova will also implement a system for verifying family member eligibility for new employees and when current employees add new dependents to their health insurance plans.

"While the majority of our people enroll only eligible dependents, previous random reviews have uncovered a percentage of people who either knowingly or unknowingly enroll ineligible people or fail to de-enroll dependents who are no longer eligible," said Christopher Simon, director of systemwide HR compliance.

"It's in the best interest of the University and our faculty, staff and retirees to be sure only eligible people are covered," Simon said.

In March, Secova will send faculty and staff with enrolled family members an information packet with a list of enrolled dependents and instructions for completing electronic submission of documents that confirm the dependents' eligibility. Instructions for submitting documents via U.S. mail will also be included.

UC Human Resources selected Secova to administer the dependent eligibility review based on their price, state-of-the-art security and privacy procedures and commitment to customer service, including a call center, which is open 24 hours a day, 7 days a week.

"Secova has tools, resources and expertise to help people locate hard-to-find documents," Simon said. "They also had excellent recommendations from other universities who used them for similar projects."

Employees will need to submit two documents to confirm eligibility of a spouse or domestic partner. The list of acceptable documents includes, but is not limited to, marriage certificates, California domestic partner registration, tax returns, bank account statements, UC's Declaration of Domestic Partnership form (UBEN 250), and domestic partner agreements.

Financial information on tax returns or bank statements should be blacked out, as only the filing information or account-holder information is needed.

To prove a child's eligibility, a birth certificate, adoption papers or court order for a legal ward are among the acceptable documents. Only one document needs to be submitted to verify a child's eligibility.

More details about the family member eligibility review will be available on the At Your Service website ([atyourservice.ucop.edu](http://atyourservice.ucop.edu)) in mid- to late February.

### **UC's Sittercity benefit now available**

Whether you need regular childcare or emergency care for an elderly parent, UC's new Sittercity online resource can help you find what you need.

Sittercity, a web-based caregiver resource, is now available to most faculty and staff.

UC pays the fee that gives you access to Sittercity's database of pre-screened caregivers. Once you find a caregiver that suits your needs, you negotiate with him or her directly on pay and other terms of service.

The idea is that faculty and staff will miss fewer hours of work if they have access to back-up caregivers who can help with last-minute needs that arise when a child is sick or regular caregivers are unavailable.

To be eligible for the benefit, you must be a current benefits-eligible UC employee. Represented employees' eligibility varies by bargaining unit. See a list of participating bargaining units at: [http://atyourservice.ucop.edu/employees/health\\_welfare/sittercity](http://atyourservice.ucop.edu/employees/health_welfare/sittercity)

In addition to babysitters, nannies and eldercare resources, Sittercity offers pet sitters, housekeepers and tutors.

To search for caregivers, visit UC's Sittercity website (<http://www.sittercity.com/universityofcalifornia>) and activate your account. You will need your Employee ID number, which may be found on your earnings statement on the At Your Service Online application (<https://atyourserviceonline.ucop.edu/ayso>) or your paycheck.

Then use the site's web tools to find appropriate caregivers. For example, you can select "Find the Right Person" to search for caregivers based on criteria important to you. Or you can post a job and have candidates apply to you.

In either case, you'll be able to read profiles and reviews of caregivers, check their references and request standard background checks for the candidates you prefer. You can also request an enhanced background check for an extra fee.

Once you've narrowed your choices, you can interview and select the caregiver you want. The selected caregiver comes to your home or other location you determine. You pay the caregiver directly.

You may also save the list of caregivers you like to your Sittercity account so you're prepared when last minute needs arise. Or you can post a last-minute job to the Sittercity website and have applicants contact you.

If you have a personal Sittercity account for 2012, contact Sittercity customer service before you register on the UC Sittercity site. Let them know you have a personal account and you are a UC employee. Sittercity will refund any 2012 membership fee you have paid and transition your account to the UC benefit.

## **More HR News**

### **New program helps UC employees ease into retirement**

Read: <http://www.universityofcalifornia.edu/news/article/26894>

### **New website makes searching all UC jobs easier**

Read: <http://www.universityofcalifornia.edu/news/article/26920>

Read more HR news on At Your Service ([anyourservice.ucop.edu](http://anyourservice.ucop.edu))