

WEBVTT

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Like I applause to those i've heard portions of this

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All right. welcome everyone. i'm just gonna give it about another minute or so to let those of you who are joining us virtually to log in and connect your audio, and then we'll get started

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All right. Good afternoon, everyone. Thank you so much for taking the time to participate in our open forum.

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Today we are searching for Ucrs next chief Campus Council I'm. Tania Adams and I'm.

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The human resources manager supporting this search, we are pleased to welcome Lorna Panelosa today.

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She is currently the chief Campus council at Uc. Santa Cruz.

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She received her Ba. from Uc. Berkeley and her Jd.

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From the Hastings College of Law at Uc. San Francisco.

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We're going to provide lorentz and opportunity to talk a little about her skills, her experience, and her interest in this role, and then we'll open up the session for any questions that you all may help if you are joining us

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in person, please feel free to raise your hand and we will come to you if you're joining us virtually, please submit your question via the Q.

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And a feature, and with that I'll Hand it over to you Lorna. Thank you, Tanya.

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Good afternoon, everyone. thank you to all of you who are here in person, and for those of you who are joining us virtually.

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My name is Laura Napoleon I'm. a candidate for your position at Chief Campus Council here at Uc.

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Website. I want to thank all of you for the opportunity to speak with you until you share a little bit about myself and look forward to answering your questions once.

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I'm done because i'm a bit of a rambler and and chatty.

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I have a Powerpoint presentation. Believe it or not, sort of guide the discussion a little bit, and hopefully keep it within a respectable framework.

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So on this open form I was asked to answer 3 questions, and I promise you we tested this before we started, and those are who am I?

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Who am I? Why do I? What are my skills and experience, and why am I interested in the position of Chief Campus council at Uc Riverside?

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So let me talk to you a little bit about who I am.

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So who am I but frankly that's probably a question with an answer in progress.

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Take a lifetime for me to figure out exactly who I am but i'm going to try to focus a little bit for purposes of this open form on who I am into give you I know some of you received my resume

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but that, of course, only speak partially of who I am and I'm.

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Certainly shaped by it much more than that i'm a first generation to you.

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Can there. My parents were both born in mehicle.

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My father immigrated to the United States when he was very young, a farm worker, but with much, not much more than a third grade education.

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My mother also immigrated from Mexico, and she, when she came to the States she graduated high school soon after she met my dad, and I followed.

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Shortly after that we were primarily a monolingual Spanish-speaking family.

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And so I didn't know English when I first started school. I learned English, not because there were any esl programs or any charter Bible charter schools, but because I had a really fortunate enough to have a

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bilingual teacher assigned to my local elementary school, spent days after school, teaching the English, and so I soon developed a real love of school, and really learned early on the impact of just

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I was born and raised in California. Much of that time spent here in Theland Empire.

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Actually a seventh grade through high school. And those were really formidable years for me, not just for me, but I think ultimately from my family.

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The passion that I developed early on for school was pretty, was noticed early by some of the teachers and and Linda Pyre, and they introduced me to a program called The In the Entire Future Leaders program, and to say that that program was

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transformational is is really an understatement prior to attending that program.

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I had no idea what college was I didn't know there was much beyond high school. and so and I didn't know that there were people who looked like me who actually had sort of careers and professions the scope of my experience is

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really farm workers. folks who, you know respectable jobs, of course, hard to work in jobs, but not professionals.

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And so that was the first time I was really exposed to people who looked and sounded like me came from families with similar experiences with me, who had achieved success, and in different ways.

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And so what I learned there, of course, I brought back to my family, and and that became sort of just really, and let you, I think a level of success in my family that we hadn't experienced before.

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So I became the first 2. pursue a higher education.

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And the first to go on to law school and become a lawyer.

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But it also, like, I said, charged a path from my family.

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Each of my siblings went to the Inland Empire future leaders program.

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They all graduated from high school and college, and now resulted in sort of impactful careers that that shaped life.

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My brothers and electrical engineering Calcans I have a sister who's a nurse at Tufts, and I have another sister who's an assistant You have to Attorney in San Diego use the Chinese

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office, so may come as no surprise that i'm really firmly committed and grounded to support family and my community sort of witnessing the professional success in hearing the stories of people with similar backgrounds.

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It really had an impact on me and my family. So I try to give back whenever I can, because I know the full found impact that that has.

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And I do that in small ways and in big ways. You know you donate some money here.

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You volunteer for speaking engagements There you participate in mentorship opportunities.

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You try to find opportunities to develop other use in terms of developing educational past as well as career past, and find professional opportunities.

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For communities of color to share. and connect them with resources in a way that Many communities, particularly first generation students, don't know, because they have been taught those skills.

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And so we try to get back by by mentoring, mentoring, and doing those ways.

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And, so needless to say, I'm also very committed to diversity, equity, inclusion, not only in my profession, but also in advancing the objectives of Uc and Uc.

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We also. You may know the office of legal affairs here at Ucr is one of the many legal affairs offices in the Uc.

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System, and we are essentially one newc legal system that works collaboratively in partnership to provide legal advising council on Tv.

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And so how do I do that? I do that by working with in bar associations, hoping to develop future legal leaders, advancing efforts that promote.

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Thank you, access to justice, and more diverse more diverse judiciary I'm.

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Also deeply engaged in the Deii initiatives on my campus, and then, when you get in the Uc.

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Legal system. i've also done that by modeling Some of the best practices in my own recruitment and retention efforts in the office that you see Santa Cruz efforts that have been duplicated

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in other searches on the campus and again. someone who I believe myself to be someone's formerly committed in the mission and goals of the Ei initiatives

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So what are my skills and experience? I think You've all got a copy of my resume?

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You know in in brief i'm i'm a kid of the Uc.

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System. I went to Uc. Berkeley for undergrad, and I went to Uc.

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Hastings College as a law for law school. my entire legal career has been in the public sector, which means I'm. the depths of knowledge about the issues that affect public agencies like Uc and other public agencies

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that understand the dynamics of changing leaderships and missions and objectives and goals.

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I also understand sort of the relationship between some of the politics that come with just some of the day-to-day implementation of the kind of work that we do.

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And I'm, also familiar with the push and pool of different priorities of different needs, and often familiar with the types of budgetary constraints that we have as public sector agencies given my years of service and have

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both the litigation background as well as a background as a legal advisor.

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I've been practicing a lot of time over 20 years. 15 of those years and higher education course live as the chief Campus Council at Uc Santa Cruz.

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I think my background, both as a litigator and as a general council, has allowed me to develop knowledge and experience in a broad range of legal issues, with a skill that allows me to anticipate potential legal challenges and pathways, and

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I've learned to provide legal advising environments that often requires balancing identified risks with sound business judgments.

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So try not to sort of operate in a truly fully legal backing, but really understanding the dynamics in which the client operates, I, Prior to coming to the Uc.

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I was a campus council at the California State University system, and when I moved from the Csu to the Uc.

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System. I saw it as an opportunity to improve as a campus council, and the Csu, the Campus Council actually not on the campus there in the central office.

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Much like. We have a central system here at Ogc.

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The office of General Council is in Oakland at the Csc. system, all the lawyers actually at the Central Office. so I think that the exception of one or 2 campuses, the campus Council is not on the Campus, which is different than how the

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Uc. operates. The Uc. does have a legal presence on each of the campuses, and I think that that provides the opportunity for the campus council to serve on a campus that where they can get it a sense of the climate and the

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real-time development of issues and evolution of ideas. Let her provide and formulate the advice that the campus clients need, and coming on to the campus has allowed me to be called upon, advise on a wide range of legal issues operating

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under heavy workload and rapidly changing priorities and needs so I've learned that I need to be swift in providing my campus clients with advice, with options that are mindful not only of the legal risk, but also trying to achieve the

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objectives of the client so i've provided a vice on as many things that we all deal with.

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Ssh Land use litigations. Personnel issues most recently, Right and Covid

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When we were at Uc Santa Cruz.

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We also had the symphony view of czu wildfire.

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So i've provided advice in that sort of rapidly changing environment and it's allowed me an opportunity to work collaboratively with the campus clients.

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That sort of underscores, My legal advice and leadership style which is centered being a collaborative and strategic partner, ethical, and with integrity, it's important for me to learn the objectives goals of my campus

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clients, so that I can better formulated bias and strive to achieve their objective successfully.

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It's not without litigation. I can't protect everyone from litigation, but certainly to be in a position that is strong and legally defensible

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So why do I want to be that chief Campus council for Uc.

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Riverside. candidly, this feels like a natural move for me.

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There are many similarities between Uc Santa Cruz and Uc.

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Riverside. More than half of our respective students Populations are first Gen.

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Students. we have both campuses, have renowned faculty, highly recognized and awarded.

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Here at Ucr. 6 National Academy members, 2016,020 Nsf.

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Career awards to know about laureates elevenfold by scholars.

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And so, and and there are similarly Uc. Santa Cruz has also a duly acknowledged faculty.

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Both campuses are ranked among the top, 30 for gender, gender and racial diversity and leadership.

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In the 2,022 women's power gap initiative report.

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And so in light of the similarities between Ucr and Ucfrc, I believe my experience that I've gained at Uc.

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Santa Cruz will allow me to sort of hit the ground running.

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Coming to Uc. Riverside because I the skills that I've developed in dealing with many similar issues.

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And in addition, I think that my values are real closely aligned with You see ours pillars of identity as well.

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Your commitment to transformative research and scholarship, being engaging and empowering and creating an empowering learning environment.

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The inclusive and collaborative, and creating that type of community as well as advancing.

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Of course, the public good, and which is certainly demonstrated in the many accolades that Ucr has received over the last few years.

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Moreover, as you can see, I I borrowed the Graphic from the office of Legal Affairs office here at Ucr, and I think that my my values as a lawyer as a chief campus council as an advisor and strategic legal

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partner are really aligned with those values that are prominently displayed on the office of Legal Affairs Website for Ucr.

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And so, And then candidly and just as importantly. if I were fortunate enough to be awarded this position I also see serving as the chief campus Council for Uc Riverside, as an opportunity for professional development then

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growth. This university has a school of education, public policy, business and and medicine.

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These are areas that I would be expanding my legal expertise in, and would be deepening the breath and scope of my own legal experience in professional development.

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So I see this is incredible, and dynamic and and exciting opportunities.

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And then, lastly, this is an opportunity to return home, and near my family, as my father and my brother both live in Riverside, and my mother lives in San Bernardino, and so it would be an opportunity to come back home, be close to family as

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well as give back to the eminent parent for all the 13 people.

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Thank you for that, Lorenz Let me know if you Haven't.

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Thank you alright, and with that we will open it up for any questions that you all may have

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Thank you for coming here and for coming home i've known many campus councils.

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Not just on this campus, but also at the general council's office, and I often ask them, why do you like to do what you do?

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And the answer in the the first answer was the same answer.

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Because the client is a very interesting How do you feel about that?

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But also, how do you feel about When is the client? When does the client go from being interesting to being very difficult and challenging?

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And and I know of some of those instances as Well, so i'd really be it interested in how you what your thoughts are about that.

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Thank you for that question. I agree with my fellow campus council in terms of saying why we love this job so much.

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I think there are so many facets of it one is the mission of the Uc.

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And and Everyone's commitment to that mission every people will work at the Uc.

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Are really committed to be here committed to advancing that mission in what they do, and the the way they contribute to it.

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I'd like to think of you know clients grants can be challenging.

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But I think part of addressing that challenge is trying to understand where that comes from.

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And so my approach as a campus council is to try and understand a client hopefully before we get to a contentious point.

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You really get to know them and understand their objectives and the world that they work in.

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I think that part of my role is a campus council.

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If you i'm going to be successful in providing effective and sound legal advice that understands their objectives and addresses the risk, really understanding the nature of their work and the goals that they're trying to achieve and hopefully by

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understanding that I get a better sense of the potential pathways to achieve those goals, and and we can have a conversation about the approach.

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They may want right versus an approach that I may be advising

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Ultimately the client gets to decide, but hopefully, when they walk away, they are fully have a better understanding of all the risks and benefits associated with whatever path they choose.

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And hopefully, that establishes the foundation for our return visit before we get to a difficult situation by the client.

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But i'd like to sort of see those challenges as an opportunity to be able to better understand the clients objectives, and what pathways are available

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We have a question that's submitted via the webinar?

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Thank you for being here today. Can you give us an example of how you have collaborated with you, Cobb on Daca and free speech, legal issues.

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I'm okay The chief campus Council we regularly collaborate with a general council's office in Uc.

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Legal and we find opportunities to do that i've certainly it's in the litigation that the Uc.

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Initiated against the actions taken by the previous administration.

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I and other Campus Council collaborated in our efforts to provide the information necessary to support that particular litigation support of Zacha in the free speech.

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Arena we I'm. actively involved in providing not only advice on the campus, but regularly coordinating with our Uc.

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Legal partners in providing it by figuring out initiative as well as pathways to addressing some of the research issues that occur on Campus both from a perspective of protecting free speech educating both on the Robbins at

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Edley reports educating students and student organizations on what free speech is, what how the first amendment protects them, What rules regulations are on campuses, what policies!

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So we work as a unit within uc legal and that's the collaboration I do with the office of the type

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Okay, heaven. Another question submitted via the webinar.

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What do you think Are the challenges being faced by faculty at universities today?

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And how might they have change in recent years? I think There's a 2 come to mind the first is balancing

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The changes in what expectations are in terms of addressing harassment in abusive behavior?

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And microaggressions as that balances up against academic freedom.

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It's sort of a balancing that happens between the 2 of those that very nuanced requires a lot of education where the law has not necessarily caught up with the way people students faculty staff experienced abuse speech

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microaggression, in the classroom, in projects and in associations, as well as how that balances or justice opposed on a faculty member.

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I think that is developing nuanced area that I think we will learn more about as we develop our abusive conduct policy.

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As we revise and reframe our harassment.

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Policies. I think we will be dealing with that. And I think the convention of social media also really challenged the way we deal with space and forms where free speech exists.

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I think The other thing that faculty are facing is also how they manage their speech as a department.

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You know how they use their own websites when they speak on behalf of the University.

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We're supposed to speaking on their own behalf speaking in their capacity in their academic experience, and expertise.

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It's really easy in this in this an era where faculty members have their personal twitter space, or they may have their own social media.

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Profiles to speak in a personal capacity, but because they are professors at a university.

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There are speeches off the being received as a speech of the university.

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So you know, drawing those lines and understanding those boundaries, I think, is is an area that becomes increasingly challenging, I think, for a faculty as well as for the for the universities, and in dealing with the kinds of responses that

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speech can elicit in those forms, but also protecting the rights of faculty members.

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To be able to speak in this

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Thank you. Thank you for that for the presentation. Same question, but with Staff.

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So is it Have you seen any changes with staff I don't know that I've seen as many changes with stuff.

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I mean, I think that the one thing that I see developing a little bit more is defining.

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When Staff has the freedom to espouse the sort of personal views that seems to come up a lot, as people are expressing bearing political speech.

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And how that the impact that that may have in the workplace.

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And so that's where I see that kind of change we've had a few things.

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The Santa Cruz campus ended up being sort of in the system where you know, we are in a very an environment where people feel very strongly about their political beliefs and and bring them to work and some of those political

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beliefs may be popular, some of them may be unpopular, and you're an environment where that speech has an important And so figuring out the right balance and addressing those issues is is becoming a challenge and something that we continue

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with

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Hi, Lorina! you talked about individual faculty. Can you also talk about?

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Shared governance with the academic senate and as the collective body of the of the faculty, and maybe give an example if if it's not confidential or anonymous, something so we can kind of get a sense

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of the the contours and complexities of shared governance.

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In your role as a campus council. You is your question specifically about how I interact in the concept of shared governance or shared governance in terms of Speech

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The former. so I don't I certainly in terms of shared governance is something that a concept that i'm familiar with is some in the Uc.

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Is deeply committed and shared governance with its faculty, You know, as a campus council.

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I represent the Regents primarily and foremost, and that is my client faculty in certain capacities are also fall within that rubric relationship, and so, always mindful of of the shared governance, responsibility.

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I think one way that i've worked to address that and achieve success in that area is by ensuring that being mindful that we are a campus and a system.

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Complies of many stakeholders. And so we operate best, I think, when we collaborate and are transparent with one another, and communicative and so sharing and being being proactive in our communications and our

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decision-making processes and inviting input and feedback in those areas.

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I think, really contribute, and and advances the goals and objectives of justice

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Have a question submitted via the webinar you talked about working with clients on campus.

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What do you see as your clients on the Uc campus?

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And then, in addition on your current campus, how have you provided regular consultation for department directors, who manage risk management, issue, legal mandate, compliance, and etc.

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Thank you. I I start off by my primary client, of course, is the Regents, as each campus, as delegated authority from the reasons to be able to carry out the business, and and of the University and the

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managers right, the Chancellor, the Campus provost, Executive, Vice Chancellor, the leadership team.

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Those are then, with my next primary client but ultimately it's those who are acting within their course, and scope of being able to effectuate the mission and goals of the University.

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And so clients depends really on the situation at hand. but primarily and foremost, the regions.

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How do I interact with department units and manager? So I I currently, and this is sort of certainly my philosophy is.

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I try to regularly meet with the campus client sort of in their space.

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I try very hard to develop a relationship with the clients prior to having sort of any contentious issues come up so that I can, as I mentioned during my speech, get a sense of what the objectives, are what the goals are and get a better

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entertainment of their work environment. I start, you know, from mostly from the leadership perspective and find opportunities to engage in their

space. Whether that be a department meeting might be doing a road show in multiple departments to educate and roll out training

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on compliance issues or answer questions that we did a lot of that.

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Certainly during the Covid period, and we tend to do that a lot with partners who are responsible for implementing some policies being available to answer questions and advice.

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We on occasion. We also also offer office hours, so that people can have questions.

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You know they can come to a sort of a Zoom environment and ask the questions we try to, whenever possible, attend things like staff advisory board meetings or academic senate meetings that were available in case there are any legal questions that come

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up but we certainly try to make ourselves available by doing both outreach.

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Having some routine training available that people can take advantage of that.

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And then certainly making that public available

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Thank you again for being here. with the increasing population in the State of California, with the mission that the University of California has to provide service and education and research.

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When we have both an ambition and a need for campuses to grow.

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And sometimes there are or have developed conflicts within the local city or municipality or region.

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Lessons from what has already happened, can be drawn from from those incidents, and to allow us to grow in a commodious way.

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And so, what are your thoughts about that whole dynamic tension between the university and the area, or the city in which it is?

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If the So yeah, that's a that thank you for that question it's definitely a tough question.

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I think in part because of the the world has changed right.

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As a result of covid the cost of construction has gone up.

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We're all feeling the cost of inflation. and so the changing environment also changes the mood of those around us, and how willing and receptive they are for some of the campus initiatives. you know I don't know they will ever

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resolve the problem. but I do think that it is important to see time, and that means developing as much as possible outreach partnerships, finding allies in the community to advocate on behalf of the campus, but

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also presenting opportunities to listen, to be, provide opportunities to figure out what are, what are the issues that are there, ways that we can find?

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You know an ongoing path to be able to address some of those issues.

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I think of things like communities to think that growth means more allowed parties by students.

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So I think, meeting with community members, neighborhood organizations and figuring out.

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Is there a way we can work together to address some of those issues that might alleviate some of the concerns about campus?

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That's a small example. but I I think that if we can find those opportunities where we can gain some traction and some goodwill, and show what we are truly committed to which we are, is, is we want to be and are a contributing.

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member of the communities that we find ourselves in. We have significant economic impacts.

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Our graduates students go back and contribute in significant ways to transform the community around us.

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I'm highlighting those features and highlighting members in the community who actually are the product of the campus, and have contributed in those ways, I think, are ways to highlight the benefits of growth always contributed and then again creating

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those opportunities. Listen, and actually be responsive we can't answer all the questions we won't be able to solve all the problems.

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But the more that we engage in that partnership hopefully we'll create more allies, develop more allies, and create a pathway towards a better sort of neighborhood, a better better together.

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Neighborhood alliance and collaboration

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Hi So I see that your experience that you see Santa Cruz and other Cal States entailed reviewing campus policy procedures and agreements, and I was wondering if you had experience working with like a student

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Conduct office to develop or modify their practices and procedures and if so, I'm, wondering how you might apply that experience here.

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Ucr. in relation to the improvement of the culture and operations of the student.

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Conduct Program office. So like, for example, i'm thinking about the administration of

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The standards of conduct which here they have not been modified since 2,006.

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So that becomes an issue when it's. not periodically reviewed and modified, especially when it uses language that allows the student conduct office to evade transparency.

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So I was wondering if you could speak a little bit on that Sorry, Thank you for that question.

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We are, in fact, regularly engaged with our student Conduct office in reviewing and and providing legal advice and recommendations on ways to modify the student conduct policy.

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Like many campuses, I think you know, in light of a national political changes as well as just the the way that we're rethinking how we deal with conduct issues, has allowed for conversation on the campus about how we want to

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address those issues, as we know from at least at Uc. Santa Cruz.

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From the division of student affairs and success one of the things that's being focused on is really the educational aspect of addressing student contact issues rather than a punitive aspect of addressing the student contact issues and so there is

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a task force right now, that has been working on some of those issues.

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Have someone from the office assigned to provide legal advising council, and to review the revisions as they come through, and provide advice and opportunity to address issues as they come up.

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So it is something that is reviewed periodically as, but more recently the campus has taken an approach to really sort of take a deep dive into one.

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They see the issues of things community standards and the best methods to approach those, and we're addressing those issues might best be such as

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I, Lorna, thank you for joining us. Another question regards to steer enough bears.

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So the previous ears on documented student programs which is the department I work with.

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We've had a strong and continuous collaboration with Uc.

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Legal affairs which I don't think it's a very common thing across California.

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Other campuses. but through that collaboration we've got a legal expertise in the creativeness of Campus Council to create programs such as inclusive fellowships, they're really served the students so my question to you

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is under your leadership. How would you see Campus Council continuing to promote in advance diversity and inclusion, policies and practices, as it relates to student success?

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And student affairs. Thank you for that question. Certainly, I want to become familiar first with what the campus has done in the past, so that I can have a better understanding of what those programs are.

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As I said, I'm committed to the the vision and goals of Uc, and certainly of Uc.

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Santa Cruz and you see riverside and I would want to be supportive and whatever I could, and i'm also open to all kinds of ideas.

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I'm constantly looking for recommendations and ways that we can help and be supportive.

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Think Chancellor Wilcox and chancellor Loree are those who feel that the responsibility of achieving the mission goals of the campus are not just a cancer responsibility, although they you know the buck stops, with them, but

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they're also a responsibility of every unit on the campus and they want to find ways, and i'm committed to that where those units contribute to achieving those schools. so i'd want to make sure that if

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I were fortunate enough to get the position that I continued that commitment, and found well to

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I have a question to submit it via the webinar.

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What are your thoughts about? how discipline for substantiated violations of the spec of the faculty code of conduct is, or is not connected to the success with merit and promotion?

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Reviews. Thank you for that question. I think it depends on what the substantiated violation is.

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As we know, the faculty code of conduct covers a broad range of behaviors, and conduct.

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The level of the egregiousness of the conduct may be particularly relevant to the review of the file.

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So I really think it depends on the nature of the essentially as much contact.

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And beguiousness, and and what next? It may have to the achievement of of the academic personnel.

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Manual policy.

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Oh, hi! You know, California campuses are destination employment within staff jobs.

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As a result, you know, in my dreams we have lifeers right? We've got long-term faculty long-term staff.

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They're not going to and that's that's wonderful it does put a premium on maintaining relationships.

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Tell me how you maintain those relationships where there's differences of opinion and approach. what are what are some of the things you do.

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Thank you for that question. I I think, as I mentioned earlier, one of the things that I like to do is start early.

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You know, really get to know the campus clients where they are, and to understand what are their mission and objectives.

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And then sustaining that relationship currently I have regular meeting standing meetings with certain clients.

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I'm a big promoter of both for myself and for the my staff of of really being at the campus sort of attending events that they've either provided advice on that they've heard of in part so that they can see

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that office of legal affairs is a not just a unit of the campus, but an integrated unit of the campus.

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Again committed to effectuating and implementing the mission goals and objectives of the campus and each the unit within it. and so, being

present and available and regularly meeting with those folks, is really, I think, the only way to be able to

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establish ongoing relationships and being present and and appearing and supportive, and not just a legal environment, right?

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So that one you develop a relationship with people feel comfortable coming to you because they know that you have some understanding of what they do.

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Even if we don't always agree but and ensuring again that when you have a situation we provide legal advice that may not be popular, but they may disagree right.

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I mean ultimately. i'm just the attorney that my client doesn't always follow my advice, but I want us to.

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I want them to walk away feeling like they're fully informed and understand that the past, that they're taking they're fully aware of all the potential consequences the likelihood of success, is a likely set of failure and feel that

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they've been heard and understood and they had a robust conversation within the

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Have another question submitted via the webinar. Discuss your experience.

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Approach to working with campus members in assuring legal moral access for people with disabilities.

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Thank you. One of the things that we've worked on on the campus, because at least it used to kind of consider one of those things you sort of keep, as as you may be aware, use of Santa Cruz is a

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campus that from a physical perspective can be not accessible even for for anyone.

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And so one of the things that we've done is i've signed one of my attorneys to be sort of the Ada expert for the for our office.

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We have helped in transforming what is an ada advisory committee on a reporting committee to a actually sort of taste management, collaborative

problem Solving Committee, where both from an employee and student side we're bringing issues and

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also triaging things that need to be done and escalated promptly, because there are often issues something as simple as an elevator being out.

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Is actually not that simple right? It really has an impact on access to the campus.

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And no, there was a time when that resolving that issue took way too long.

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So we've now created a point where with our systems of our office.

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We're able to expedite the resolution of that particular issue, and also are able to quickly identify issues that require quick escalation.

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To make sure that we address the access issue before we unduly disadvantaged someone who is facing those issues, and so doing that work collaboratively, I think, been in partnership. But obviously with the campus we have now a more

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of a dedicated Api compliance officer, who has also essentially leading that committee, really bring both together along with our partnership, to regularly triage and regularly discuss the issues that are happening it also offers

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us an opportunity to identify trends repeat problems so that we're able to target focus attention on places that we're seeing sort of repeating light and start identifying areas either in the academic environment or outside the academic

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environment where we're seeing these reports of complaints and are able to address those on a more comprehensive way

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I have another question submitted to get the webinar.

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Could you tell us about a time when a client did not agree with your legal advice?

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How did or would you resolve it?

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That happens more than I did where, where? my client does not follow my legal advice.

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You know I I I think the one thing that's important as a lawyer to always remember is that we are a partner in providing advice to our campus clients.

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I like to think of myself as a strategic partner but at the end. I'm!

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I'm, a partner who provides advice and ultimately there There is a decision.

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That kind of client is the decision maker and if they get to walk away with that decision.

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My I focus on making sure that i've had a robust discussion with the clients as they understand the full scope of the path that they've decided to take, and as I mentioned all the risks that may be associated with that as well

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as the potential successes pathways to address the kind of pitfalls that we might encounter.

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Unless it's something that's truly unlawful Perhaps orphan may have potential substantial significant system-wide impacts.

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You know the client is entitled to make and that's a decision that I have to respect

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You know, if it were something more serious, if it was unlawful, I might enlist other partners to be able to help me persuade that client to take a different approach.

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But in most cases, you know, the client gets to choose and I have done my job.

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If i've been provided. Robust advice comprehensive as much information as possible, walked away, feeling fully informed and and fully understanding the scope of the decision

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Okay, another webinar question. Thank you for being here with us today.



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With your experience in the Di space as well as working for you see what are some of the most pressing issue.

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That face in staff term in regards to getting an equal flooding for recognition and equity.

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I think I think one of the big issues for Dei is, I think we forget 2 things.

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I think we forget retention and inclusivity when we think about to the Eos.

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We often focus a lot on the recruitment piece getting folks in the door.

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And we don't think enough at the time about what is going to be required.

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Retain them and to create an inclusive environment once they get here.

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And that, I think, is one of the biggest challenges facing us, not just from a staff perspective, but also from the faculty and students perspective that we are focusing that way.

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So I have tried at U. S. Santa Cruz, at least within my own team.

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To think of it as a full picture, which is, I get folks in the door.

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What do I need to do to keep them? And that can be a number of differences right?

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It could be professional development, opportunities because as we know we're all budget constraints, and it can't always mean salary right?

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But it might mean a flexible work, schedule, or it might mean providing adequate support staff to support that particular unit, or providing the right kind of space to be able to feel appreciated and valued as a member of that

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team. There are a lot of creative ways to do that sometimes in a faculty space.

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It might mean, you know I don't know release time of some kind, you know there are a number of different ways to look at it, but I think I think we're doing better.

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I think this is something that we continue to work on, but I think that we often start with the recruitment piece, and we forget about what it takes from. make sure that once we get folks in the door, what we need to do to keep them

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there, and not just to keep them there, but to feel like this is an inclusive community where they right and our values.

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And it's tough because you have so many competing obligations and metrics that we want to meet.

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But it is, I think, the really important part of the whole.

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The Ei

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I have another question submitted via the webinar.

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What is your philosophy, or how do you manage complaints or threats of litigation?

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What do you consider, or how do you advise clients with regards to risk and making decisions?

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So you know we are a big public agency here, constantly under threat of lawsuit.

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And in the by way, background you know i'm a litigator.

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It's sort of a kind of thing that is my first true fashion, so I like being in court.

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And you know it sort of comes. I sort of said being in the Uc.

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You know, with a threat of litigation is sort of part of the business, and it's not something that i'm particularly frightened of.

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But it's something that we have to take steps to to make sure that we're doing the right thing to be prepared for litigation, and sometimes that means sending out preservation, notices for you know preserving evidence taking doing all of the sort of the

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checklist items that we need to do to prepare for that.

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I'm not someone who's particularly adverse to risk I sort of take the cues from my clients in terms of what their risk tolerance might be, and when I provided advice I try to keep that in mind so that

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I am able to. they take them what might be a riskier move versus what might be a safer move.

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But I do try to advise a folks from what I think is truly risky behavior.

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What would most likely lead to a successful legal challenge. item part of That is because I want to make sure we're all here working hard, contribute to the mission and to do our work. and it's.

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Really painful when we spent all that time doing that, and then you get challenged and something gets overturned because of a mistake of some kind.

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And so I want to again provide advice that's going to ensure the successful achievement of the objectives of the client, and so I want to be able to provide a pathway for that and that i'm not always you know I can't

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predict a 100% You know when something's going to be successful, when, in fact, something's going to be legally challenged, and that challenge will be successful.

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But sometimes you can really tell when somebody's going to fall flat onto space.

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And so I want to make sure that the clients are aware.

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You know what's really a path of natural destruction that won't achieve their objectives despite all their hard work.

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And what might be a path where there's there's going to be a more defensible space.

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And there i'm really achieve this objective of the public

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Have one more question that's submitted via the Webinar?

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Do you think there are times as the Chief Council? You have to give advice?

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Rob would have to in this future that a priority to protect the institution rather than an employee.

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That's an interesting question. I I think I my approach to providing legal devices again.

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Understanding all of the different angles of a given problem. I do have a responsibility to the Regents.

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That's my primary client and the duke of the mission of the region.

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You know what that might mean in terms of an employee?

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Contact might be different. But you know we have applications to keep employees free in their working environment, and that is also an obligation that i'm required to provide a vice, and ensure that we do So you know we we

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balance all of those things. I don't I can't Think of a place where we would sacrifice the safety of an employee for achieve the Regents mission.

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I often find those 2 things to be aligned

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And the the goals of the reasons provide a safe working place for their employees, and they're obligated to do so under the loss.

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I can't think of a scenario where that would be but my obligation is to the to the regions, and ensuring that I find the best of both

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This is the last one, for I appreciate your question.

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Oh, thanks and thanks again for being here. I was pretty appalled to read about 700 million dollars settlement With respect to UCLA medical provider.

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This behavior on the part of that person. Pretty serious abuse.

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Actually and with the growth of our medical services here.

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What I completely support, and what we want to see ambitiously realized.

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What would you recommend as a campus council, to prevent such catastrophic losses?

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We self ensure. So these are losses that opportunity losses to the entire universe.

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How can we prevent that going forward? I I don't know that we could prevent it going forward?

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But I do think that there are steps that we can take, and I think that as a UC.

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Legal system we really do try to do this. One is taking opportunities like this, these difficult situations, and using them as learning opportunities for the campus.

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And I think that means educating folks on what happened.

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You know, doing an evaluation of what we know right we don't always know all of the nuances of a particular situation.

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It. We use those, I think, is opportunities to train folks on what our policies are to train folks on, on even hypothetical and scenario building.

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If you know, if you were to find yourself in the situation or if you have found yourself, these are opportunities to re-engage the campus community on training, on understanding what are all obligations?

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Are because it's something that's so impactful that people are sort of listening to and ready, you know when you do sort of a regular orientation training program.

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Folks are going through the motion sometimes, and you'll pick up bits and pieces, but it doesn't feel present and relevant in sort of their day to day, and so using something as awful is that particular situation presents sort of

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a real world example of how are the importance and and the application and implementation of our policies and procedures?

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We do have safe licenses they're not perfect right but we're constantly developing and growing.

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But we can take a real world situation like that and say so.

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Here we have a real life example of where, you know, we made some mistakes, understanding what those are, and then using training opportunities to say.

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These are the policies that we have in place to protect against those kinds of things.

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But what can we do here? let's look at our own But how about we use this an opportunity to look in the mirror and figure out, you know.

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Where Where are the gaps In what we're doing right Where can we up our practices, our training, our reporting opportunities, you know.

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Where are the gaps? Use It it up as an opportunity to sort of look in the mirror and say, Do we have any of this happening on our campus?

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Are there gaps that we have been identified in that situation, or that we see now, as a result of that situation that we should use now to take care of.

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So I I think they are opportunities to launch sort of a training as well as a little bit of a self-assessment and self-reflection.

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Figure out, What can we do to make sure this is

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Have another question submitted via the webinar. If you are hired at Ucr, what would you your priorities be for the first few months?

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I think I have a I think it'd be too poonged.

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First is getting to know the office better, understanding how it functions.

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How it has engaged with the campus not, you know Every campus is different.

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Our office of legal affairs or campus council officers are all yes, staffed, differently structured, differently.

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So i'd really want to understand how the team here engages with the campus plans, and how they work and then i'd want to get to know this one.

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So i'd want to understand what are the primary goals and objectives of the campus.

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I know, for example, there's been a little bit of restriction on the strategic plan.

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There are plans for the medical school there is a desire to grow, and if build academic space, and we've recruited a number of faculty.

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But I know that we are also trying to recruit more staff. Right?

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So understanding what are the top 3 priorities even for the campus?

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And you know, figuring out, how can we help contribute to those efforts?

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So in the first few months i'd want to understand the office, that I would be fortunate enough to be a part of as well as a campus, that I would be fortunate to be a part of understanding the top priorities for

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those

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All right, have a question that was submitted for the webinar.

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So can you talk a little bit about your experience and directing, mentoring, and supporting professional development for staff?

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I could talk. Thank you. I could talk about doing that for my own team.

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And so I am a manager that is firmly committed and trying to figure out and identify sort of the passions of my team.

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I'm figuring out where they may want to grow professionally, or what strength they already have that they want to pursue

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And so I try to develop those find opportunities for them.

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To do that and provide faith to do that as well as better that's within the campus, and sometimes there are a lot of really great opportunity growth programs that are offered by our offices and resources either locally or at the office

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of President level. but there are also a lot of lawyer organizations, and at Uc Santa Cruz I also oversee the privacy and information practicing so also a lot of national organizations that provide professional

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development opportunities in those spaces. I also think a really important to support the staff when they want to actually present somewhere.

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I think that's really right for the office I think I think it develops those individuals in terms of their skills expertise.

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Their visibility. I think it's really good for the Uc.

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System to have towards of the University be out there and be seen as experts and leaders in areas that they feel passionate about.

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So i'm very supportive of those kinds of efforts and Recessive to figuring out you know what they might want to do.

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The last couple of years we've been trying to figure out ways to improve the workflow of the privacy and information practices theme, and the some of the recommendations were made by sort of doing like me Sigma and others and so

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i'm really open to trying new things sometimes they work and sometimes they don't.

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But i'm really open to making sure that we we try things out, and if it's that makes sense, and there's money for it, or there are other ways to support it than I am a big promoter of doing those and very supportive of

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that for my team, and I think it's an important thing to do we also, in terms of for staff and faculty and students.

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You know. We also try to I believe in making sure that we're out there, providing training.

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Not only when asked, but even if we can find a program, we find opportunities where we might be able to contribute something.

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So we've done that, for example, with the communication team who was having their sort of new onboarding. We thought.

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You know we're happy to sort of give a a crash course and things like Clery, and first amendment, and some of those things just, and it gives them an opportunity to figure out who the office is and another way to sort of

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professionally develop and train those people

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All right, Lorna. Well, we are almost at time. So I thought maybe if you had any final remarks for this group and those who are attending us virtually, Thank you.

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I just wanted to thank everyone again for a one being here in person, and also virtually, but also for your incredible questions, tough questions.

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But I really appreciate it. And again it reflects to me the passion and commitment of all of you, both in person and virtually at the campus and the concerns that you have that are fresh and center that says I were fortunate

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to get this position, I would certainly be thinking about this. Thank you, Lorna, and thank you.

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Everybody for your engagement and participation in our open forum today.

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Please don't forget to provide dorothy back via the feedback survey, which is located on the Executive Searches website.