

WEBVTT

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Yes, yes, he was talking quite a bit. I was able to eat my sandwich

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Good afternoon.

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Good afternoon, everyone. i'm just going to give it another minute or so, and let everyone who is joining us virtually login audio, and then we'll get started

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All right. Well, let's get started so thank you everyone again.

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For joining us today. we are hosting our open form for Ucr.

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Search for its next chief Campus council i'm Tony Adams Human Resources Manager and I am supporting this search.

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We are pleased to welcome Doajo Hicks, though Ajo is currently the general Council at the University of Laverne, holds a bachelor of applied science and a master of science degree in operations management from

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Arizona State University. He received his master of law from the University of Oklahoma, and then went on to obtain his Jd.

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From Cleveland State University. So for Today's session we will provide an opportunity for Delajo to introduce himself. Talk about his skills, his experience and interest in this role, and then we'll open up the session

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for any questions that you all may have if you're joining us in person.

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Please just raise your hands, and i'll come to you and we'll get to your question if you're joining us virtually.

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Please use the Q. and A. feature so with that i'm going to hand it over to doo-do to introduce himself.

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Thank you for having me My name is wadju Hicks.

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So I've currently is you stated the General Council for the University of Laverne.

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I have a i'm was for a short period of time, also the chief King resource officer to the University

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During the pandemic, when everyone was asked to wear multiple hacks.

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So Assistant University with Hr. matters was all recalled.

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100. Excuse me, 2,500 employees several campuses, and just taking care of all the legal matters and Hr.

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Matters. Port University I can just start off i'm originally from New York City.

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Born and raised much after graduating from high school, went into college and joined the Us.

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Coast Guard for several years. I was a healthcare administrator, ran health care, clinics and hospitals for the Us.

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Like for several years, then gave that up, and I jumped and jumped into Federal law enforcement.

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I did drug and addiction and worked in the Phoenix metro area.

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I was shot, but in the line of duty back in 2,004, and retired from that, went off back to college and receive my masters and operations.

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Management. I from there went to law school in Ohio. Myers.

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The law School. I finished my Jd. Legal State University. Then I joined in prosecuting cases over there with the county in the city and the Cayoga County area.

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Then I moved into health care. I went back to health care.

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I was in Associate General Council and General Council for several entities for the third largest health system in the Hi ho!

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Gay area, and also sorry about the noise, and in South Carolina, where we had additional hospitals.

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We had about 8 hospitals for this system, and as after the accountable excuse me affordable health Care act, and we started selling all hospitals, I may be a jump into higher education, which I was a deputy

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General Council for the largest community college in the State of Ohio, been about 66,000 students.

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Several campuses. I took care of all of the litigation day to day operations of the legal department.

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I was also an Assistant Attorney General for the State of Ohio.

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Was the interim General Council there for a period of time, and there was some issues with the General Council.

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If you had to leave for healthcare issues, and then about the interim General Council for a period of one year, and then I ended up transitioning over to Utah, where I was general counsel.

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One of the State universities there. the fastest growing university.

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There. I assisted them with a name Change assisted them with going to division one creating a legal department reorganizing the police department was also the in room chief diversity officer.

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While also being the General Council. so you name it, they gave it to me to do so.

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From there I transitioned over to the University of Laverne where i'm.

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Currently at as a general council, pretty much my legal department like you legal.

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Take my professional

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Alright, thank you for that. and with that I think we'll open up the session for any questions that you all may have again as a reminder. If you're joining us in person, free to use just raise your hand and then, if

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you are joining us virtually, you can submit those via the Q.

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And a function

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Welcome. now. welcome to Uc Riverside. couple of questions.

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One. What What was it that, after all, of the rich experience that you had prior to going back to school?

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Getting a master is going to law school. What was it that drew you to law of?

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And then also, what have you found interesting and compelling about the practice of law in the context of of higher education?

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Sure what interests me I can tell you is that as a part side when I was an officer.

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Worked along with since I was a Federal officer. I was presenting cases like any other Federal agency, the FBI da, which was some of the cases that I presented to us attorneys with prosecution saw some strong

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attorneys got some horrible attorney, sorry to say, and saying that when I was injured, saying, what was I going to do when I was shot in the line of duty, my left arm was severed off and I had to figure out what was

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my next career. Gold was 29 years old. then by the time I was 30. I was retired and trying to figure out what I wanted to do, and for me I, even though it's not mentioned, did fulfill my prerequisites to go

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to medical school, but I didn't. not have the dexterity and capabilities to move my arm, so I figured I was not going to be a position.

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So. Secondly, was this: The wall always had an interest in it.

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Capabilities that have the understandings. and then pretty much you know  
Jd.

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Is It's weird it's very I guess you could say a utilize it very versatile  
that you can do anything that you want to do with this getting into  
politics, getting into practicing law you can hang your own

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shingle, or you can go and work for a company or organization.

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Those are the things that interested, you know, interested me because I  
said, I can much figure out what I wanted to do.

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Life since this was going. third carefully so that's what interested me?

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And is that I saw the criminal side i've worked say the business side.

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When I was in the military we had the jags that reported up to my  
division reported to one of the animals over there, so that jags or  
military attorney.

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So sorry you can with acronyms but they're saying that there are.

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There are things that i've seen and like that this was something that I  
could do, and that's that drew me in as it went to law school.

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Of course, my knowledge, been working in healthcare at expanded Nanola,  
Mexico.

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Smaller office is the third largest health system, but also we did a lot  
in house, so I had to do the mergers and acquisitions through villages,  
hiring, hiring positions, managing things.

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And then really a lot of people were coming to me you know and that's  
still as a young attorney.

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I was having to do a lot, and I had a Luckily I had a very good general  
council.

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That was trained me in that I went through and actually litigated and did  
things that were there while we're still in house.

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So I think it expanded my knowledge and my passion for the law.

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And then, as I went through and went into higher education, I felt that this was something that was quite an interest to me.

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And there, right there, I started teaching every instant of every organization.

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I worked at a talk, so I taught parallels when I was at the Community College criminal law.

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You taught business law. I talked about the business classes. So that expanded on my knowledge point, and that's why gained my further interest in higher education, that I was actually pretty good at it.

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So that was the thing. and then reasons as i've transitioned is also natural progression.

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When the General Council came back she told me had my first organization in higher.

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Ed, she says. Well, they're gonna be wheeling me out of here, and i'm not leaving until i'm too old to retire from this job.

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So that meant that we could go somewhere else. if I wanted to be the head person. And if you've been in a position in that role, and you see that you're able to do the job, I can do this somewhere else So then that was why

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and actually progressed in my new tool, Utah, which I was the first ever person of color to be.

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Vice President or General Council in the State of Utah, so

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I helped expand, I did a lot of things that i've been a lot of knowledge skill set, too bad, that they were happy about.

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So I was inaugural general township at at university, and I helped and growth, and we had several attorneys.

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By a time I left, had the first accredited police department.

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The first accredited police department at the University of Utah, utilized to model themselves there after they had all of the shootings that you had in Utah.

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So there was a lot of things that I could say of my skill.

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Set, was able to help out and advise and advise the University of Utah, helping out the system that we have the Usu system.

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While I was there and left it in a good position this my current role was the first time I've ever been in the private university.

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So also i'm a law professor at the university so I finished my lem afterwards, which is more academic degree for for lawyers.

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My specialty is also an Indian law, even though you don't know it.

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But I'm. half native Americans, and their mother was native American teach Nbm Law also do some pro bono work for application and other other.

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I was helping them with that. So that stuff that I do on my own.

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So there's a lot of things I teach Indian law I also teach employment law for the universities.

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Things that I do so. I have a passion for the law.

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I also tried to educate those in helping them out with things that they need to do.

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Thank you.

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I have a question that submitted via the webinar.

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I know that you might have touched some of the the answers here.

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Can you talk about your motivations to change positions across different institutions?

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And what motivates your specific interest in you see Rover side?

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Sure, so I I think i've spoken about about some of my my desires to transition 1 one reason I transitioned out of Utah was just a come back to California.

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I enjoyed when I worked in California. I worked in California, and I ran a clinic in the hospital up in Northern California, and I wanted to come back expensive enough.

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So this was the opportunity for me to go to Laverne

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University of Laverne, and that's what motivated me, as I stated before, from transitioning from Ohio to Utah, was just the fact that I was already a interim General Council, and I had the capabilities of doing

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it doing the job is one reason why I transitioned there.

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My interest in this is that it's not all in my Cv.

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Is that I was the, you know, and director of our research innovations a foundation so more or less.

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What would we do? All have here? Some along. The point of research is that

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I created an entity that housed all of the patents and trademarks for the for the university.

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I had to oversee that to oversee the partnerships with other universities, and providing legal counsel for that, we had filed so many patents that the Us.

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Patent Trademark Office, opened up a satellite office in St.

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George Utah, where my university was at due to the amount of patents that we were filing.



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And a lot of things was that we were helping students doing in office.

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You were had outside in investors doing things like that, and helping students with their patents and actually bringing their businesses to fruition and helping students, which was something very unique.

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University did not keep the patents. they allow the students to keep it patents, but they had agreement that they would reinvest or or donate money to the university, so it's very unique throughout the country.

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So needless to say, and summing it up was that my interest is always in research.

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Helping organizations grow. I picked. My interest is that this also has a medical university.

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Medical school excuse me that's fairly new so that's one of my strong points also not saying that i'm going to be in charge of that.

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But it's just having some say or even refreshing my knowledge about these things, because I I do enjoy healthcare.

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I do enjoy a science. I do enjoy helping with innovation and things like that, because I do think outside of the box about a lot of things, because I have a that said before versus all background

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Hi! Thank you. what's your experience working with staff assemblies or staff organizations on different college campuses.

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Sure. Yeah. Some, as was mentioned before. Is that right? now?

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University of laverne isn't unionized but I have it's not unionized, but the thing is that we do have similarities that we have a classified committees.

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We have a staff. excuse me a classified and we have exempt exempt.

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Employees committees, and then we also have the faculty senate I'm used to actually interacting with them plus when I was over hr a head ongoing meetings that would meet with them listening to him employee concerns trying to

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see what we can do with the point of policies. I said, on policy committees and things like that with them, just to make sure that the voice of all of the employees were heard.

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Now, previously I have worked with unionized environment in Ohio faculty were unionized.

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I had about 6 different 6 different unions and bargaining unit agreements that I've had to deal with. Also, since I was a deputy. Gc.

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I was the legal advisor to the Faculty Senate, so that on the Faculty Center, which I was invited to do those things, so I was used to more or less listening to employee concerns, and making sure that everything was taken care

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of as much as we could, thinking of employee relations. my current one of my assistant General Councils overseas employee relations.

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So we, so I do have constant oversight, and I should say the employee matters that I bring those concerns to the President or the board.

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Just to make sure that morale and other things are looked into because we've had problems and figuring which I've heard in other sessions with the great resignation where we're losing employees and there's

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things that we're trying to work at just to make sure that we improve morale of our employees.

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So legal, is important to have oversight or have a voice in, because there are legal issues pay things like that quality.

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Things that you need to have a voice in legal percent.

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Hopefully that answers your question. I have another question. Submit it via the webinar.

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You have worked on a couple college and university campuses. What do you see as your client at the university and on your current campus?

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How have you provided regular consultation for department directors, who manages risk management issues, legal, mandated, and compliance, etc.?

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Thank you. Sure in my current organization clients officer reports but and the risk management there's a dotted line to me.

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Sort of the risk manager it's 50 50 between myself and the see Ifo.

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So. really what I have done This I usually have ongoing meetings with beans.

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Then we have a larger meeting with the beans and the chairs for each respective or more.

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I sit on cabinet, so I also present litigation updates or risk updates and education to each of the respective divisions.

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I guess you could say throughout academic affairs and student student affairs, which is about 90% of the university.

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After that I also meet with all the business individuals looking at that in Hr.

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I also have oversight in the point of compliance and risk with plans, health, plans, and the points of also our retirement plans.

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You've had to adjust due to some issues that located when I still being the attorney and being over, Hr.

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You found that some of your plans and things went operating properly.

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And actually those things. so but with that is that risk.

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I have a d the line to it. also with the point of ongoing meetings with the beans chairs.

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And the provost and the president and all of the other captive members so usually have a lot of connections with all of the key players, and ensuring that they're disseminating whatever implementation that

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I'm providing them on the legal risks or to doing expected departments to

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You have another question submitted via the webinar.

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Discuss your experience and approach to working with campus members, and ensuring legal and moral access for people with disabilities.

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It's a moral I couldn't I usually our our video disabilities or student students and disability services that we have offered.

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I usually interacting with them quite often that or else they're i'm working along with my lines officer, which is also an attorney, and having oversight with that is that ensuring that any type of complaints

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or requests for additional legal oversight, that we're providing them with the services.

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Making sure that in the accommodations or questions about accommodations is we by an attorney.

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I've dealt with ocr complaints with the points of complaints about Ada, or failure to comply with accommodations.

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So usually I try to be proactive in the point of requesting any questions about for accommodations that they reviewed by one of the attorneys in W office.

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So I do provide oversight of that, and then do and not not having issues with the oversight, or I guess you could say accommodation request

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Welcome up to our Joe. I have a question about you've you've been in in several different higher education sectors.

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There are some differences between our institutional identity at Ucr and the other sectors that you've been in.

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But those sectors are also different from each other. Utah Tech and Community College and Laverne.

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So. it's more of a question about your Mindset of as adaptation to adjust to different higher education environments, and the distinctive need to that. we may have here at Ucr.

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That may be different than laverne or are you to tech etc.

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I'm sure. how are you I think one of the most important things?

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I think when a person I guess it's one of the questions they always ask you, What are you going to do in your first 90 days or 6 months, and things like that is really listening and learning the organization, and trying to learn the culture I mean

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the hard part is always understanding of learning. the culture of organization.

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Learning does what, which is very important and for me i'm I can adapt.

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I've been in military where you're told what to do you don't get to question a lot of things, and that's not an effective way to manage, and that's not how I manage now individuals it's more about

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getting buy-in and building relationships and bridges way that you're effective.

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So it's not for you it's not in important for you to come in and impose your your beliefs or your opinion about thing that's really learning.

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Then advising because there are job here as an attorney is to advise really on the law giving a professional opinion, learning what's best for the organization.

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Your job is not to be the President, not to protect. You know the Board just to protect the organization which is the umbrella and everyone, and that includes all the employees.

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So but one. you have to know what is the organization?

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What is the mission? What is what we're trying to accomplish? and for that it takes a while is to sit and learn first.

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Who working for and then figuring out what's best for the organization and working with everyone, too, push the mission push everything and working together.

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Yes, it's nice to have outside perspectives which I think is a strong point for me is that that's a good point.

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But one size isn't at all and you you're quick to realize that.

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And I am one I take constructive criticism I don't, and I have to understand that that I don't have all the answers, but looking for resources to the legal department that the phone would be calling up North to all of

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the other attorneys to seeing what What is the What have we done in the past?

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If there is any policies or procedures or previous decisions that were made that would help making the decisions that are necessary.

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I think that's how you'd be successful being a bull and trying to act like a big attorney, and higher education is not defective, and I learned that quickly is that we need to sit and listen first then advise as

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necessary, because you're not going to be effective in higher education as a big attorney coming in with it that type of attitude that you have to be willing to change.

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So when i've learned it very quickly but was never in a group attorney in that sense, because i've always been one that I always had to learn how to talk to people and and work together.

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That's how you people are more productive and effective if you have the buy-in from everyone

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I have another question. Submit it 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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We're sorry sorry I was just a game all in you're fine, are you?

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Thank you. I I I was asked a similar question today. Just how do you triage your legal claims, and a lot of it is bringing it in reading me a complaints.

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Or you complaints, either whether it's litigation or the complaints from the employees that comes across your desk, and assessing what are the risks sharing that information with your Co.

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Workers that are also there in the legal department, looking at if there was any ongoing issues contacting. Hr.

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Also looking at is there ongoing history? Things like that is what you have to look at.

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Because you usually litigation it's not just something that's a long jumps up, and all of a sudden they say one day I want to sue you usually there's ongoing issues, and you have to get the

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history of whatever the issue is going on. that is advising.

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Of what are we going to do to either negate the issue?

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How are we going to take care of the issue the underlying issue?

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That's there so. that one we make the employee whole if possible, and also protecting the needs to from litigation.

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So that's that's how I look at these things advising it just depends.

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I've advised and appointed proactive and saying that there are certain things that you need to implement policies and procedures. even when we went into covid.

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I was advising the universities that they need to pro-rate fees.

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Things like this to stop or mitigate its risks from lawsuits from students didn't help.

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We still have a lawsuit class action lawsuit from this student but still

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The thing is is that it's reduced our risk completely amount of money that monitoring amounts that we would have and damned potential damages.

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So there's things that you can do in the point of being proactive.

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Other things that have been proactive is and implementing compliance.

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Compliance is fairly new and higher education. so hiring a compliance officer implementing someone well, a process in a proven policies ensuring that someone was policing those policies.

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So those are the things that had done in the point, advising on legal risks.

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Other than that it's really advising the more or the what the President or the Cabinet about legal matters that are pending litigation.

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Or we point of potential harms from our pending legislation that's coming down the Federal and State side.

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So this is something where you're constantly reading usually legal legal writing, or anything that deals with the law.

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It's not the most exciting things that you have to read at night, but sometimes that's the time that you have to read stuff while you're catching up on your work i'm just trying to figure out what the

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litigation. Excuse me legislation that's coming through the pipeline.

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That's that's particularly potentially you affect the university that you work for, or institution of higher education.

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So those are the things that I do And then advising the respective departments.

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The Cabinet. the President the board on these things and that's how I usually advise on risk



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I have another question. if you're hired at Uc.

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Riverside. what would you? What would be your priorities for your first few months?

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As I. as I said previously, in my response, I think the most important thing was prioritizing.

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Getting to know or understand the culture of the organization. but understanding who does what meeting with all of the respected beings, the Capit members people in my department? trying to.

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Okay, getting to know. build building bridges and getting to know everyone, because that's about the most important thing that I can do.

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I think, tell you is i've been my current organization for 3 years, and I'm still learning who does does what important because we we need to know how to be effective in the organization.

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And that's the best or most important thing that I can do right off the bat is the person

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Thank you once again. What is your understanding of the status of the University of California as a legal entity?

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How would you define it? And could you see already assert sovereign immunity?

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I just know that it's a state entity sovereign immunity.

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I I couldn't define that in the point of sovereign immunity.

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I just know that there is something that you can do and suing a entity, certain things that you were not allowed to assume. i'm not sure of all of the legislation or laws.

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I guess you could say laws that are in place, because, as I I think, I work for private private entity.

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So something that are applicable to us and that they're not

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But I what i'm trying to say is that also is that i'm there's certain things that you can do or state entity as I known where there is burbage and other things that that are not applicable and by statute

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that you not be able to sue them you're not able to identify.

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So. so it just. It just depends state by state, and as it said I worked in different states.

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But I'm just not sure what are the applicable to the University of California.

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I apologize so with that sure

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Hi! thank you for joining us today. So for Youcrates would say that diversity and student success is very important.

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So with that I I often see myself included i'm a department that has goals regards to student success and campus climate.

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So in this situation. let's say there's department that's trying to have an action, or a program that's focusing on goals with student success.

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But their policies and practices are kind of going conflicting with current policies and laws.

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And so in this situation, how would you kind of explain to these department, that what they're proposing doesn't work because of policy and law, especially when they don't have a legal box?

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And then second part is, how do you work with that department to meet the appointment when their proposal is not going with policy in law like, So how do you work within fine alternatives?

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Sure sure i've had all I can use as examples that i've had diversity scholarships things like that that I've had to or less advise on how we're supposed to or how can we

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utilize these things for having diversity matrix things like that for enrollment or providing scholarships.

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And you more or less. No one wants to have the lawsuits like they've had in Michigan, and things like that especially.

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You have a small endowment, and you cannot afford 1 million dollar lawsuit.

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But i've advised on those things to saying what you. can do what you cannot do, how to really provide them with input on ways that you wouldn't would be all encompassing.

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But still meeting your your diversity, needs i've also advised on areas where your admissions criteria, or appointed admissions, practices I've had to stop organizations apartments excuse me

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with stopping certain practices because they created legal risks.

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So, and then showing them how to implement clear transparent missions, practices refining things because some things were discriminatory.

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Effect is that discrimination doesn't have to be intentional.

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It can be the effect of your policies things like that so i've had to advise, and those things actually in helping people with the matrix and their admissions, processes, group was by

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So that way that they were meeting their diversity goals, but also protecting their their departments, their employees, their the faculty members at my organization, create all of the admissions, and make the admissions decisions protecting the

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faculty members, and then protecting the organization so those are the things that I've helped with just to make sure that they were protecting the organization also.

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So I can stated that it's also clarifying appeals, processes.

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Mall is not a private universe excuse me a while of being a private university.

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They don't have due process like you would have here at the University.

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Field processes have to be beer process, and then, if you look at the courts here in the State of California, they say that that fair process is due process.

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So you pretty much have to implement the process even we're not required to do it, since you're a private university so really is educating them on what's new process educating the faculty educating individuals and management on these things

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and saying what's a fair practice so that you're protecting the organization and the employee of it's pretty everyone, hopefully, that answers your point

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I have another question that submitted via the webinar.

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What do you know about the Uc system of shared governments?

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We have many rules that have to be followed in order to advise to Chancellor correctly on issues related to faculty.

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This is very important, because the Uc system is very different than most system.

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I'm not sure about shared. governor specifically to the system that I understand what shared governance is, and the point of the process of having faculty input

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There's what is shared governance what does academic freedom. What is, how how faculty have a voice within the system!

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So those are the things that I do understand course i'll become more versus well versed in these matters as time goes on.

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If I was off into the position, what actually the system shared.

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Governance rules are policies.

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I have another question that submitted via the webinar.

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Thank you for being here with us today. What are some of the challenges you see facing staff today?

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Specifically, as it relates to equity and inclusion in the decision-making process.

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I I I think that there's pretty much universal is that staff equity can be with the point of extra work.

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As i've mentioned my my organization we been affected by the quick of nation where employees have left, you know, do the morale issues, or just dt feeling overworks, and not enough compensation.

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So I think a lot of that is, we have to look at equity.

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Morale. How are we treating our employees I think That's the biggest issue is that people over there actually retiring natural attrition about employees?

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We have to look at? who's assuming the work what are they assuming in?

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Are we over working the employees and is It equitable for how we're compensating them?

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And a lot of people you know they don't know and leave just due to the point of compensation.

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But it's a lot of it is morale how we're treated equally Are we treating everyone or paying everyone equitably. So Those are the things that we need to look at those people leave bad bosses.

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And they leave bad jobs really more than it is coming sensation We'll care about the entities that work at and especially higher education.

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So, and most people leave and they're not treated not being paid equitably, and there's not a fair share or or spreading of the work that's being assumed by them just you to the the economy and the problems that

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we're dealing with on the global global

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Hi, you indicated an interest in native American issues which we have a number of that you see in the riverside campus in particular Niagara.

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Some something. we've been wrestling with recently another area that you see, is focused on is access improved access for the native Americans.

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Following somewhat a political sovereignty theory with recognized native American tribes as political sovereigns, and not a race or anything where those sorts of limitations. 5.

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What are some of the issues? you've worked on or hope to work on years Now i'm really I and I don't know.

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I don't know whatever the partnerships But I apologize.

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Is that over at the law School at University of Laverne I assist the Dean and other attorneys with providing services to some of the local tribes or nations.

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Excuse me but also it's just improving access and and trying to further their education.

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Graduation high school, Kp: 12 graduation rates for most native nation or nations, or or low

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With that we were actually providing some type of mentorship programs and other things that we've done in the past.

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But for me a lot of it is just partnerships and trying to build and assist

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I had to deal with request or or looking for artifacts or other things; also things that providing assistance to some of the local tribes.

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So there's different things that we can do but I really don't know about the partnerships and things like that, because it wasn't something that I found accessible on on but that's things that we've done or that we're

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doing.

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And returning the artifacts and things like that.

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So sorry. I have a question submitted via the webinar.

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What do you think are the most significant challenges faced by faculty today?

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Plum, A significant things that are faced, I think, is turnover.

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I think really it's you adaptability to the changes that we are all encountering with Covid.

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I I could say things that i've noticed is utilizing technology hybrid.

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How can you provide a hybrid work, environment for packaging members, and also providing quality education to the students.

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And you have competing interests. at times, because the people meeting accommodations or your point of fears of Covid

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Other things are pay a equity issues that are there There's a lot of changes with the laws things that we have to look at.

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And those are the things that i've noticed that have been major issues for full fact.

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Members. Other things are the evolution of shared governance.

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The evolution. if there's anything on the point of academic freedoms.

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And then also you have that and free speech. So things have changed.

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We have new have new Supreme Court decisions with the point of

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The the separation of Church and State so I think There's going to be a lot of evolutions of what our employees, I can say faculty members to say free speech freedom of religion things like that that are going to be

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constantly evolving, because we have a different court different opinions.

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So I can there's a lot of evolution in the point the faculty member

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So I think there's a lot of things where there isn't a lot of clarity and is gonna do a lot of new decisions.

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Justice. Clarence promises recent opinion. Yeah. Probably going to have a lot of things that are going to change here within the next few years.

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While we have a Conservative court. so there may be a lot of new things going to change, as you can say.

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In point of the law, the abilities and what is I guess you could say it's your governance.

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I. Academic Freedoms for individual Cnn University

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Have a question submitted via the webinar. There are many issues confronting the University of California.

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Broadly, what issues in that you see? do you find particularly interesting or intellectually challenging?

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I think I think a lot of it is system wide.

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I mean everything from the riots things that you've had up in Davis.

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There's things that are what are your free speech what are people allowed to do like.

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Now there is political unrest and certain aspects that I see that there are a lot of things that I I find that there's a lot of evolution and growth.

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So those are the things that I that interests me research a lot of these things, I But what I see is the evolution of growth is things that they've done even here on on campus with the point of citrus research things like



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that I see that there's a lot of things how you all have evolved and and assisting with system private being private private businesses.

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I think that there's a lot of growth or opportunities here here's a lot of things that I see as growth and opportunities for, the or the system-wide

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I know there was a question for talking about diversity and and and I think I didn't touch on that.

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Is that talking about my experiences and going back? Sorry several questions.

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Is the that i've help, or assisted with diversity initiatives throughout almost every entity that I've been at most recently providing diversity, recruiting policies and procedures for faculty and also

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retention practice. This is for faculty. and staff and I assisted the current chief diversity officer with implementing those policies and procedures, because you know it's it's an important my current employer is the

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Hsi course here being an hsi it's important that you have those diversity initiatives so that students color see people somewhere to them.

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Some of the classes that they teach that that are teaching them, or or for having Professor Sorry.

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I remember that was one of the questions and I didn't touch on that

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All right. Well, I have a question that was submitted during registration for the webinar.

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What is your experience with any litigation matters pertaining to the California Environmental Quality Act?

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I can say is that we have some brown property.

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Purchased Gosh I don't know how many I cannot remember the acreage, but it's south of our south of our main campuses.

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This was going to be our second campus Come to find out that it was from all of the Brown probably call it the brown property, and it's actually selling by quote corporation into the Brown Corporation bump stuff in the

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ground. I don't know people remember but there's Inland Empire.

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They were manufacturer, is all outside of la so we're all out here to the fact that they didn't want to dump the stuff in la and there's arsenic heavy metals carcinogens and

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right. So i've had to more or less assist the University with trying to obtain brown funds before funding to to actually dump pumping in enzymes into the ground to actually break up a lot

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of these glutants that are in the ground luckily it hasn't touch the water table, so but we're we're negating these things and clean up the property utilize it but right now.

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It's we cannot utilize it except for our baseball and baseball and softball fields are over on certain areas, and it's fine because it's all out in the open.

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But other than that, we cannot build on it. So we wait several years until his enzymes actually, you know all the clues.

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So I have some some dealings with that dealt with other epa issues, where I've had to build several campuses and different campuses.

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One is on a former military base, and every time we would dig in that big dig up anything across our fingers, because we always hit something foundations.

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We hit arsenic hit different things, people. They would use arsenic to be lice.

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The ow's in world war. 2 so we will just finding all types of on things at ground.

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We had 2 more or less pay large amounts of money which is several millions of dollars, just to more. Let's take care of all of the have.

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Another question that was submitted during webinar registration.

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Can you talk a little bit about your experience advising senior leadership regarding student conduct matters?

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Sure. I have experience sitting on our behavioral intervention teams with teams advising on those things and risks from student issues.

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When I was in Ohio we had on the team at every campus, so that was fun going around.

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So i've had everything from suicide issues that we've had to deal with threats threats for threats of harm.

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I've had to deal with had to deal with

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Murder suicide. One organization in ohio where boyfriend came in, got a shot, his fiance your girlfriend on the campus, and killed himself.

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I've had to deal with other issues that we've had to deal with with behavioral intervention.

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More or less dealing with that and also specializing in issues that where there were some veterans had had Ptsd.

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I've had an extensive background in the point of risks with or behavioral issues with students, and advising the Dean of students or vice President.

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Soon in the past about things, and also sharing its information with the President, or things like that, especially if we're going to impose in a type of discipline process.

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Seeing if advising, if this is going to violate the law in any sense, because if they're if this message that there's necessities to give them care.

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But no matter what is that, even with people, disabilities still have a duty to protect the organization.

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So you always have to weigh those things out and working with them and advising them of what the law is, and tech organization which includes

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Hi my name's emily abc over enrollment services. You touched on this a little bit earlier when talking about kind of diversity, and the enrollment process admissions process and prop 209 is something

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that leadership within enrollment services is constantly navigating.

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To to continue to push the boundaries. on diversifying our applicant pool.

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The pendulum swings generally in terms of appetite for risk versus not over the years, and we're in a space where we've been told.

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Let's push the boundaries with prop 209 Let's kind of see take take a little bit more risk, and and and and be comfortable with that.

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I think sometimes that can be challenging. We do want to push the boundaries to do what we can with with our outreach and diversity efforts.

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How would you engage with the leadership with an enrollment services to help us understand?

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Kind of a risk assessment around where the comfort level is in pushing the boundaries around that to to advance kind of Ucrs mission.

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And and why we're here, I think a lot, of it is reviewing, and a lot of it, as I've said before, is reviewing the admissions, practices and at things, because you never have an issue until someone sues you and then you're on

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national Tv, and things like that you don't want to go through the aspects of as i've stayed in Michigan or the point of Texas where people are feeling that they're discriminated against so i'm

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just looking at really the policies or procedures and seeing if it's going to really have so discriminatory language. and i'm not saying that it's intentional but also is the

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discriminatory effect of the policies of this future.

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The other thing is, you know, a lot of it is, you know.

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Our jobs here are to advise buys buys the the leadership on the What's the limit?

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You want to hang off the edge of the cliff by a rope? or do you want to sit there with the same venet, and just making sure that we're comfortable? Know we're not imposing the risk on the

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system. so with that is that I would advise them long.

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This is, I think, is as far as you should go on point of the line before you're crossing it.

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Yes, we all understand that there's necessities to provide opportunities for disadvantaged or underrepresented community.

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But also is that you have to look at. How do you protect the organization?

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Because for me is what I found is being chief diversity officer and overseeing.

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You know, diversity, recruiting and things like that is, if you improve the processes for everyone.

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Usually it also improves the yeah processes or admissions, and the opportunities for the diverse individuals also, or under representatives students.

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So and it's really it's a fine line But in the end is that it's the advice to advise and allow the leadership to which would be yourself in the present to chancellor those decisions if there's something that

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I feel very uncomfortable about and feel that this gun can impose risk.

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I would advise about that. but still that's a business decision in the end.

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Are you all willing to take on that risk that's what I would be

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You have time for one more question. so i'm going to go to a question that was submitted.

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Via the webinar registration. What do you see?

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As the biggest threat to the University is threat little breath Oh, yeah, I I think the biggest threat I think it's I, as I said in my earlier sessions, is that I think there's a huge looks.

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And higher education, and I think higher education is going through the point, reinventing itself and somewhat of somewhat seeing that there's need for trade, create. schools are coming back in full force, people looking for short-term certificates and things like

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that. So it's really figuring out what to do Good thing that I could say is that probably heading into a recession.

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Usually, you know, bad economy usually does well, for you know, just do well who cannot find work is a downturn in the autonomy.

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But really I think that there's a sense with a new generations. we have less students graduating as high school students.

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We're all competing I think big threats are same things that I see at my current organization is that you universities like Arizona State building a campus in the middle of your backyard thing I can do this

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cheaper than you can and starting to take students. so those are the things that we have to look at is it's being innovative and trying to wap to the students.

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I think We're going to probably have to go in more sooner than later into the high schools and starting to interact more with the high school students. We're doing new enrollments and things like that.

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So, but I I see the risk. is that we're we're all fighting over the same amount of students that every university out here is trying to get Let's see generation is that they're questioning everything and maybe I don't see

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the value, and as much as your I when We were growing up in the point of getting a 4 year degree.

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So it's that is showing them the the necessities for complete completing their education and going on to a master's degree or professional degrees.

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So those are the things that I see as the threats to higher education, like which is universal.

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Think everyone's competing for the same students

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Well, I just wanna thank you we're at time so I want to thank you for your time, and for those of you who are participating.

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Thank you for your time, your engagement in your questions. Do you have any final thoughts or remarks for this this group and those joining virtually?

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No, thank you for taking the time out of your busy days. So appreciate it.

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So thank you. Thank you for considering me. Thank you, everyone. and just a friendly reminder, a recording of the session will be available on the executive searches website.

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As well as a candidate feedback survey. So thank you.