

WEBVTT

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00:00:03.300 --> 00:00:11.309

Good afternoon, everyone, let me give it another minute or so, to let those of you who are joining us virtually login and connect your audio and then we'll get started.

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00:00:45.960 --> 00:00:53.580

All right, well let's go ahead and get started, so good afternoon everyone Thank you so much for taking the time to join today's open forum.

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00:00:54.090 --> 00:01:01.830

For our search for ucs next teeth campus Council i'm Tony Adams human resources manager and i'm supporting the chancellor's office with this search.

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00:01:02.160 --> 00:01:10.110

We are pleased to welcome tests 1 conan test is currently the principal counsel at the University of California office of the President.

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00:01:10.440 --> 00:01:19.770

She received her bachelor of science and Business Administration from cal State University northridge and then went on to obtain her jd degree from Loyola law school.

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00:01:20.580 --> 00:01:30.720

So for today's session what we're going to do is give some time for tests to talk about her skills and experience interested in this role and then we'll open up the session for any questions that you all have.

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00:01:31.140 --> 00:01:44.100

For those of you who are joining us in person, please just raise your hand and we'll get to your question and those of you who are joining us virtually you can submit your questions, via the Q amp a feature right with that i'll hand it over to you as well.

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00:01:45.180 --> 00:01:52.530

UCR: So I apologize to any of you who have already heard a little bit about my background before I ask your patients as I go through a little bit more.

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00:01:53.070 --> 00:02:02.520

UCR: i'm an employment Labor and employment attorney by training, although I started out at private law firms where we do a variety of different types of work.

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00:02:03.180 --> 00:02:10.200

UCR: Mostly, I did a lot of litigation and then also advice work at the state and federal level and at the trial and appellate level.

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00:02:11.190 --> 00:02:18.780

UCR: And the work that I did was predominantly Labor and employment, but also that a little bit of construction law, a little bit of higher education law.

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00:02:19.140 --> 00:02:32.040

UCR: And a little bit of kind of a mix of whatever else happened to come our way in connection with like contract law and things like that, after after doing that work, I went to an in house practice, so I started at paramount pictures.

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00:02:33.090 --> 00:02:41.550

UCR: which was a great in house experience I learned a lot in very unusual and challenging circumstances, one of the things I do have in common.

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00:02:42.000 --> 00:02:49.410

UCR: With the uc is that it's an it's an area where it's a little bit resource constraints, so in the movie industry.

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00:02:49.830 --> 00:03:00.810

UCR: Our the intent entertainment industry, all the money goes to say all the money goes to the screen, but not as not as much for other entities, whereas here, I feel like a lot of our money goes to our mission appropriately so and so.

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00:03:01.350 --> 00:03:06.210

UCR: So a good experience on on how to do work in very limited resource constrained environment.

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00:03:06.990 --> 00:03:22.260

UCR: After paramount, I went to work at Toyota and had a really great experience there because I had the opportunity to both be an employment counsel in a relatively small clinic or important small we go back to help out with lots of other things as well.

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00:03:23.280 --> 00:03:32.490

UCR: And then I also serve in a unusual Volvo, they just created, which was a hybrid role where they they wanted to bring the legal team, together with the HR team.

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00:03:33.090 --> 00:03:42.420

UCR: And so, some of my responsibilities, I did a lot of work i'm going to use the term jet I for justice equity diversity and inclusion, just so I don't have to say that 100 times.

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00:03:43.380 --> 00:03:49.950

UCR: The summer with jet I work, I was responsible for a lot of strategy in that area and driving a lot of.

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00:03:50.430 --> 00:03:59.310

UCR: training programs, which gave me the opportunity to do a lot of deeper digging because we would try out all the training first, and we would also try out.

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00:03:59.760 --> 00:04:08.610

UCR: Some of the the testing, so we would go through different types of ability, training and testing work with coaches, so that we could start to understand our own biases.

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00:04:09.000 --> 00:04:17.850

UCR: and see how they impact us in the work that we're doing so that was one of the areas I got to work on another area was in the ethics arena, I was one of the ethics administrators.

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00:04:18.540 --> 00:04:26.670

UCR: So there was only three of us for the organization, but what would happen is if folks raise concerns they would or they if there were any ethical concerns or questions they would bring it to us.

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00:04:27.480 --> 00:04:35.820

UCR: And so that was kind of exciting, because every day you got something you never thought you'd see before which made it very interesting is, I think, good training for.

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00:04:36.540 --> 00:04:39.660

UCR: After You see, because you never know what we're going to see there's so many different things that come our way.

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00:04:40.440 --> 00:04:50.730

UCR: And then the primary element of my work for the HR team, because I was a member of the HR leadership team was the responsible for the leaves and accommodations team.

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00:04:51.330 --> 00:05:02.460

UCR: The HR compliance team, and also the investigative teams, for all of the Americas regions and those are really interesting areas that impact every element of the organization.

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00:05:02.970 --> 00:05:17.190

UCR: And I got a question earlier today, when I was interviewing with folks in nursing gosh that's a lot of employment, how do you know about other parts of the organization and that's the beauty of employment law kind of like HR it there, certain areas certain.

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00:05:18.270 --> 00:05:26.010

What we usually think of a support functions, I like to think of a strategic partner, but we'll just call it support functions for right now, but these are the entities.

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00:05:26.340 --> 00:05:37.020

That you have to get to know every element of the business or the organization that you're working with because you can't really serve any of those clients or III those individuals, unless you actually understand what they're doing so.

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00:05:37.740 --> 00:05:49.920

It was really great for me to learn every part of the organization I got to learn about it, obviously, the US, but also in Canada in Central and South America, so it's kind of neat to get to try, all these different experiences.

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00:05:51.930 --> 00:05:57.240

While I was there, one of the things that we recognize and I think that most organizations are experiencing this.

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00:05:57.750 --> 00:06:07.710

Is that we often put really great subject matter experts in our leadership roles, but we recognize that we weren't always giving them the people leadership skills that they needed to be.

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00:06:08.310 --> 00:06:19.200

And so I got to work with a team, where we created a two day training program for all of our new leader so anybody who would you pick your first leadership role or if they were new to the organization.

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00:06:19.830 --> 00:06:26.430

Or, quite frankly, just as they were you know because we came in, obviously we already had a lot of leaders, then so we trained every single one of them.

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00:06:26.970 --> 00:06:35.760

But our goal was to give them the basic skills so that they weren't kind of you know a lot of them felt like they were out there on the island by themselves and they didn't have the support they need it.

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So what we tried to do was given some basic skills we work a lot about strategy about translating strategy into execution every day, helping folks understand how our mission and what what their impact was and how they could be part of it.

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00:06:52.380 --> 00:06:59.430

But also helping folks understand some of the risks out there, how can we help them be successful and how could they really develop their team.

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00:07:00.960 --> 00:07:08.880

UCR: And you might be saying like gosh it seems a really long ways from law, how is this relevant, but what we find is that.

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00:07:09.390 --> 00:07:19.830

UCR: are more likely to leave an organization or Sue an organization or harm and organization if they're dissatisfied with their leaders or their leadership team.

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00:07:20.280 --> 00:07:29.010

UCR: If they don't have confidence in them if they don't press them if they aren't treated with dignity and that seems so simple but we often forget the whole dignity element.

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00:07:29.520 --> 00:07:38.490

UCR: And it should be the basis of almost everything we do, and so a lot of our training program has helped me folks to understand and balance all these different elements.

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00:07:39.090 --> 00:07:47.220

UCR: And when I talk about the elements as three things i'm usually thinking about i'm thinking about legal or regulatory risk, this is what we usually think about lawyers thinking about.

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00:07:48.180 --> 00:07:53.730

UCR: i'm also thinking about our operational risk, how do we work day today, how do we get things done.

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00:07:54.180 --> 00:08:01.470

UCR: Because if we're only focused on litigation risk or other legal risk it makes it actually kind of hard to get the job done so we've got to be thoughtful about all of these elements.

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00:08:01.980 --> 00:08:13.740

UCR: And then the third element which is perhaps the most important is engagement, the engagement of our TEAM members engagement of our leaders, the engagement of our stockholders or Mexico or stakeholder sorry.

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00:08:14.850 --> 00:08:25.920

UCR: And the engagement of all of the folks that were interacting with us and for us, one of our most important folks that we've got to be thoughtful about is our students and our trainings and that's where I think that.

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00:08:27.060 --> 00:08:34.320

UCR: Think it's really crucial that we've got all of those elements as part of the puzzle, so the training program we put together we.

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00:08:34.710 --> 00:08:41.340

UCR: tried to bring in these elements to help folks start to feel comfortable making these decisions because they're not always easy decision.

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00:08:41.790 --> 00:08:47.730

UCR: But also giving them red flags, so that they weren't kind of going out there into the minefield a bit didn't know existed.

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00:08:48.150 --> 00:08:56.250

UCR: So with this information they had an ability to say Okay, this one i'm comfortable with I can do by myself and it's kind of like teaching each other, a peer mentoring.

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00:08:56.850 --> 00:09:06.270

UCR: How to take care of thing, but then also when I asked me to go it alone they're going to be times that these things are way beyond what you should be having to handle either because of the time.

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00:09:06.690 --> 00:09:15.660

UCR: Or if the very dedicated are nuanced issue and call us we're here to help and then setting up the mechanism to them to know who the call situation you know we've been called.

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00:09:16.170 --> 00:09:28.770

UCR: But you might call HR we might call rick might be any number of folks that you want to call them and so that was the value of that training program for leaders I think that's probably one of the things i'm most proud of the work that we did a Toyota.

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00:09:30.210 --> 00:09:43.950

UCR: Try to move to Texas and i'm sure there's lots of really great things about Texas, but wasn't in the cards for me, so I was excited to get to come and join the uc and my first role was at the school of medicine.

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00:09:44.790 --> 00:09:55.590

UCR: And again, that was a role that had never existed before, so I got to come in and I was embedded in the school of medicine and my role was an employment lawyer, but.

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00:09:56.490 --> 00:10:01.440

UCR: there's not a ton of lawyers and so, if you have a lawyer right there it's real easy to take on a lot of different work.

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00:10:02.220 --> 00:10:10.740

UCR: So that we can support our teams, and so I got to work on a lot of different things, of course, obviously employment issues, obviously, a lot of academic personnel issues.

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00:10:11.430 --> 00:10:18.690

UCR: Getting to work a lot with our academic Senate and then in the school of medicine or faculty Executive Committee, which is a smaller version of the academic Senate.

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00:10:19.920 --> 00:10:27.840

That work in the admissions area and work on our student climate Committee, which was a committee trying to figure out.

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00:10:28.380 --> 00:10:36.960

How are we, how are we interacting with students power are we supporting them and where we aren't doing a great job, what can we do different, how can we improve in this area.

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00:10:37.740 --> 00:10:45.630

I also served on the behavioral intervention team, which is in connecting with management related issues and then.

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00:10:46.440 --> 00:10:52.740

At UCLA we actually created one of the first, although it's now the other campuses an incident response team.

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00:10:53.310 --> 00:11:03.060

Specifically in the clinical environment for SPS he sexual violence, sexual harassment issues and that was another program that didn't exist before but.

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00:11:03.510 --> 00:11:12.030

The uc has a wealth of amazing folks at all different levels so we brought together teams from folks from HR from risk from legal title nine.

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00:11:12.660 --> 00:11:20.790

From the anti discrimination investigative unit and brought these folks together, as well as a clinical partners so Chief of nursing.

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00:11:21.240 --> 00:11:27.780

Chief of Staff for the hospital, so that we could quickly triage look at issues figure out what we need to do.

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00:11:28.380 --> 00:11:40.170

To get folks back on track figure out what's the safest thing to keep both of physicians and their patients in the students safe well trying to move through these quickly and responsibly as possible.

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00:11:42.180 --> 00:11:44.220

UCR: I have to go back and look at some of the other things.

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00:11:45.480 --> 00:11:55.950

UCR: One of the other things that I I recognize that when I got there is that the school of medicine, I think a lot of times, like many different departments.

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00:11:56.580 --> 00:12:10.530

UCR: Within the school didn't always have a lot of clarity about what to do in difficult situations, much like a toy do we have the same issue like who do I go to how am I supposed to handle it should I just take care of it myself, and so we rolled out training for them.

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00:12:11.580 --> 00:12:22.230

UCR: And to try to explain to them like okay for harassment discrimination retaliation issues there's a specific path you should be taking we're going to help you with that so in the beginning it's a matter of.

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00:12:22.770 --> 00:12:30.180

UCR: You, they would call me like i'm not sure we'd say okay Well, this is how we're going to do it and let me give you a sample email, is how you're going to send it to the right people or how you're going to file a report.

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00:12:30.450 --> 00:12:32.910

UCR: Or how are you going to talk to that individual or will practice with me.

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00:12:33.630 --> 00:12:42.510

UCR: If you want to do that and that really empowered our leaders, the one that didn't feel quite so scary and to they knew how to handle it when those issues came up.

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00:12:43.320 --> 00:12:50.910

UCR: After we rolled that out, we started hearing more like i'm not sure what to do with Ada I have no idea how to do that what what do we do with social media.

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00:12:51.810 --> 00:13:02.910

UCR: Because we can, through a lot of watershed moments over the last six years, and so we also rolled out just in time, training, where you know it wasn't a lot of time because we do folks to get answers quickly.

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00:13:03.360 --> 00:13:11.100

UCR: And we didn't want to take too much of their time we knew that a lot on their plate, and they get a lot of training, so what we do is go to the chairs meetings and went to the CEO.

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00:13:11.640 --> 00:13:20.070

UCR: Chief accounting officer program director, and I would just go to their meetings I almost felt a little bit like a gadfly go wherever they let me come and talk to them for 30 minutes.

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00:13:20.790 --> 00:13:33.150

UCR: But what we're trying to do is empower them educate so they'd have the information they needed to make the decisions they make and ensure the well being of our students and in our junior faculty on our trainings.

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00:13:35.130 --> 00:13:35.910

UCR: After that.

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00:13:36.930 --> 00:13:45.060

UCR: Once we got kind of some of those basics, that although I get it's always a work in progress, there were a couple of other areas that I got the opportunity to work on.

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00:13:45.840 --> 00:13:53.040

UCR: The Dean, created a cultural North STAR Committee, which was this idea that we really need to focus on professionalism and respectfulness.

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00:13:53.460 --> 00:14:00.660

UCR: and trying to cause good in our environment, and so I got to be one of the committee members on that or one of the steering committee members.

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00:14:01.410 --> 00:14:18.480

UCR: We also had jedi committee and I was lucky to get to work on that as well, and with that were able to roll out different types of programs of training program for our leadership team in the larger group in the larger school, including our faculty our staff and our students who trains.

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00:14:21.930 --> 00:14:26.430

We we kept trying to build we realized that that this was a very we really needed to work on.

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00:14:27.540 --> 00:14:38.880

UCR: You know, we have to think about the time he we're going through me to blm The anti immigration and the agent hate, we went through a lot in the last five or six years and.

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00:14:39.750 --> 00:14:48.300

UCR: I guess the school could have taken this the choice to say nothing or do nothing but they felt compelled on leaders felt compelled to do something.

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00:14:48.750 --> 00:15:02.940

UCR: And they really wanted to try to change them, and so they they did a couple of different things we're working on, as far as communications and outreach and education and was a way to try to bring the Community together.

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00:15:04.800 --> 00:15:09.930

It doesn't always work that well sometimes when you try to bring the Community together there's a lot of friction.

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00:15:10.680 --> 00:15:21.270

But the leadership team embraced that and said, you know what we've got hard work to do, let's start doing the work, so a lot of my work was in that area I.

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00:15:22.110 --> 00:15:33.360

started interviewing some of our chairs, when our chairs would come on board my job was to look at it from an API perspective and people perspective, and so I guess what i'd say is as a lawyer.

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00:15:34.680 --> 00:15:39.210

We do have obviously certain certain responsibilities that was supposed to be working on.

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00:15:39.660 --> 00:15:48.420

But we also have the opportunity to try to help in other ways to be a partner and to be a trusted advisor at every step of every step of the progress.

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00:15:48.840 --> 00:15:57.540

or sorry every step of the not finding the right word, but every step as we go through the progression of dealing with concerned or challenges.

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00:15:58.320 --> 00:16:10.440

and, ideally, we can be there with you early, so we can help identify risks when we can help you in finding good solutions and trying to make them go smoothly and effectively as possible.

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00:16:12.090 --> 00:16:21.750

UCR: and more recently i've moved on to offer the general counsel and what I focus on there is profitable nine issues, probably not a big surprise.

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00:16:22.560 --> 00:16:35.310

UCR: Which is probably a proper nine is the requirements on the university California about not using race or gender in connection with any decisions that we make what's a little bit.

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00:16:35.940 --> 00:16:42.240

UCR: different from any other universities outside of California, I also work on academic affairs issues, especially in the clinical setting.

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00:16:42.870 --> 00:16:51.720

UCR: executive compensation and a lot of advice work whatever folks need, that is, the beauty of the opposite general counsel, they all chip in to help with anything.

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00:16:52.620 --> 00:17:00.930

UCR: And then I guess the only other thing I think that might be relevant about my background is that i'm also a trained mediator and so.

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00:17:02.190 --> 00:17:11.400

During the time I was at Toyota and even before I used to do mediations for the equal employment opportunity Commission as well as the second appellate district and.

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00:17:11.850 --> 00:17:25.320

And I think that that training has been very helpful because a lot of our job as attorneys is Problem Solving listening you bringing folks together to find resolution because, ideally, we shouldn't be litigating we should be finding resolution you can.

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00:17:26.490 --> 00:17:35.850

UCR: So that's my background feel free to ask me more questions about that if you want to, and then I guess the other thing i'd like to turn to just for a minute is why i'm interested in riverside.

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00:17:36.840 --> 00:17:42.330

UCR: And I, I had the opportunity, early on to talk to a lot of folks who have worked at uc riverside.

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00:17:42.750 --> 00:17:49.290

UCR: So got to work with a lot of folks during the portal program and that the year that I did for about half of the population.

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00:17:49.620 --> 00:17:56.610

UCR: Was from uc riverside it was amazing opportunity, a lot of folks from our side and then i've got to work with a lot of folks on the legal team.

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00:17:57.360 --> 00:18:06.450

UCR: Who are from riverside and I guess what I consistently see is this commitment to the underserved and its commitment to social mobility and I guess.

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00:18:07.140 --> 00:18:27.090

UCR: I came from a very poor town, a very small town, and I am a benefit a beneficiary of our incredible education system in California, and so I, I see a lot of what uc riverside does and I love it and I love to be part of it, so I will leave it at that, if y'all have any questions.

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00:18:29.730 --> 00:18:34.440

Great Thank you so much test for that introduction and with that will open up the session for any questions.

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00:18:39.840 --> 00:18:48.780

UCR: Okay, I have a question submitted via the webinar as chief campus counsel, who would you see as your clients at the uc campus.

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00:18:49.230 --> 00:19:01.290

UCR: On your current campus how have you provided regular consultation or PR department directors will manage risk management issue we go mandate services clients, etc, thank you.

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00:19:02.520 --> 00:19:03.390

A lot there.

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00:19:05.430 --> 00:19:08.250

So I mean so.

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00:19:09.480 --> 00:19:25.200

Lawyers our first obligation is always to the organization, so I think it's also we've got to be really clear about that, when an individual comes to us our responsibilities to the organization and that is where ethical duty is, we have a, we can only have an ethical.

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00:19:26.250 --> 00:19:38.550

We have to have a duty, with one person or ethical obligations close to that one person or entity and in this place it's that you see as far as who I work with on a day to day basis.

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00:19:39.690 --> 00:19:45.240

It really can be everyone, but when when I first started out predominantly I was working with a lot of our leadership team.

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00:19:46.110 --> 00:19:51.420

Then I started to get to know some of the chairs, then I was working a lot with our HR team a lot with our risky.

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00:19:52.320 --> 00:20:04.440

And then, and our compliance team, but what happens is, I think, the more you get to work with folks, the more they see ways that you can partner, and then you just start working with more and more and more folks.

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00:20:04.830 --> 00:20:11.490

And so I would say that, then I started working with a lot of program developers, a lot of CFO chief accounting officer.

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00:20:12.420 --> 00:20:22.050

Working with folks at different divisional level and then also working more with some of the academic on the academic side of the House with our recap.

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00:20:23.040 --> 00:20:32.490

And and trying to figure out how can I help what things are we working on, and I think our interests start to come together as well, but I have a really strong interest in jet I work.

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00:20:32.940 --> 00:20:40.230

And so I did a lot more work with our title nine and our discrimination prevention team did a lot of work with our disability management team.

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00:20:40.650 --> 00:20:51.000

In connection with reasonable accommodations and leaves and it's pretty much work wherever folks need you so Questions have come up about.

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00:20:51.840 --> 00:21:01.350

You know, maybe there was some research misconduct issue, so it helps out with focus on that area, we had concerns about the animal research and animal species work on that.

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00:21:02.460 --> 00:21:06.420

OSHA concerns so let's say something comes up or folks are concerned about the safety of the lab.

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00:21:07.140 --> 00:21:17.670

And I think what ends up happening is because there's a relatively small number of lawyers on campus we all work together, we all pitch in to cover everything that we can, but we have this amazing.

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00:21:18.870 --> 00:21:23.130

UCR: gift or secret weapon, however, you want to call it in the office of the general counsel.

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00:21:24.000 --> 00:21:30.210

UCR: We have a group of incredibly talented generous Williams lawyers there that cover every topic, you can imagine.

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00:21:30.780 --> 00:21:37.950

UCR: And so, whenever we're running into something that's a little bit different for us, so when we might talk to each other and learn from there, but we also have this other team of folks.

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00:21:38.310 --> 00:21:46.560

UCR: That we can you can call upon to help us in all the different work that we're doing and then that way, we end up able to help pretty much any of the clients who need help.

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00:21:53.100 --> 00:22:04.350

UCR: Thank you for that presentation similar to Toyota we like to promote our leaders into leadership, without the tools and and things that they need to be that that leader.

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00:22:04.830 --> 00:22:15.690

UCR: How, but here we can't make that training mandatory I don't know if Toyota was mandatory, but do you have any creative ways as to how we can get those leaders, the tools they need to be that leader, that we want them to be.

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00:22:16.920 --> 00:22:22.590

UCR: Yes, tutorial we could make it mandatory there's a lot of differences between the private sector and the public sector it's a whole different ballgame.

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00:22:23.280 --> 00:22:27.690

UCR: So no we don't necessarily make it mandatory but.

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00:22:28.290 --> 00:22:36.210

UCR: What you'll find is if we can provide effective leadership now and i'll tell you, if it's a chairs meeting or if it's a car meeting innocent.

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00:22:36.510 --> 00:22:44.640

UCR: You know I come in and give a spiel or someone comes in and gives them a little bit of effective training in 20 minutes or something like that most of them are actually quite grateful.

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00:22:45.360 --> 00:22:49.170

UCR: Because i'm not taking too much other time i'm helping them understand the red flags.

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00:22:49.440 --> 00:22:56.880

UCR: And they're like okay that's really helpful and what I ended up what ended up happening is more and more of them as well, can you come to Chiang MAI and you come train my division chief.

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00:22:57.330 --> 00:23:03.300

UCR: And you come speak to this other group, and so it just kind of the word of mouth keep going you keep building in that way.

142

00:23:03.570 --> 00:23:15.150

UCR: and hopefully folks will see the value of it and see it not as a training or as a tool or or extra job that they have to do, but actually is a differential investments that we're making in them.

143

00:23:15.960 --> 00:23:22.440

UCR: we care about your future we care about your success we want you to be an amazing leader, we are willing to provide this extra training.

144

00:23:22.980 --> 00:23:28.290

UCR: And so, that is a lot like a lot of our jedi training that we did at the school of medicine that's what we focused on.

145

00:23:28.860 --> 00:23:44.100

UCR: Your top leadership team, we would like you to have the first opportunity to do this, training and a lot of the folks opted in was a really good opportunity and we're not going to get everyone that way, but I guess the way I look at it is every one we train.

146

00:23:45.270 --> 00:23:52.380

UCR: it's that ripple effect it's at pebble they can call us good everywhere, they go, so the more we train and give effective tools to.

147

00:23:53.100 --> 00:23:58.860

UCR: The more folks their lives they're going to be impacted you think about like this, think of how many HR folks you have.

148

00:23:59.790 --> 00:24:05.700

UCR: they're not gonna be able to get to every single employee in the organization, but the HR folks can get to the leaders.



149

00:24:06.300 --> 00:24:13.650

UCR: The leaders can get to the managers managers can get to the supervisor supervisor of every employee, there are there are ways that we can do this.

150

00:24:14.100 --> 00:24:18.630

UCR: And there's a lot of like simple things like free training there's this thing called holodeck.

151

00:24:19.320 --> 00:24:30.030

UCR: it's this great training program on all the different Li ship and jet I topics it's totally free anyone can sign up, they have training all the time and it's amazing training really high quality.

152

00:24:30.390 --> 00:24:40.050

UCR: So I think that, hopefully, will start to see people off the end more and more because it's going to be the thing that folks actually want to get so that they have a better chance of succeeding in your organization.

153

00:24:48.060 --> 00:24:51.510

UCR: Thank you for coming here today and making this presentation.

154

00:24:53.370 --> 00:25:02.220

UCR: I was a little late and I haven't read your CV, you said that you had worked with a school of medicine, where was that.

155

00:25:03.930 --> 00:25:13.140

UCR: This UCLA is David geffen school of medicine Oh well, that's certainly a good one to to be associated with did you work on malpractice issues.

156

00:25:13.710 --> 00:25:19.230

UCR: I did not work on those very much those usually go to a different group and our risk management team.

157

00:25:19.920 --> 00:25:27.300

UCR: Sometimes there's some crossover between some of the malpractice issues and some of the other employment issues that we're dealing with but not much okay.

158

00:25:28.080 --> 00:25:42.390

UCR: here's a question background and litigation and then also a very fundamental question like what is your understanding of the structure of the University of California as a legal entity.

159

00:25:43.410 --> 00:25:56.790

UCR: Is it a State entity is it a it is, is it removed somewhat from the state to preserve academic freedom, how is this the University of California structured as a legal entity.

160

00:25:58.680 --> 00:26:09.270

Okay that's a tricky one, but what I will say is that is a constitution related entity, and so, if we're talking about the issues of academic freedom.

161

00:26:12.030 --> 00:26:18.870

UCR: or personal freedom, the requirements that are in place are very different in a public institution versus if you were UFC or Stanford.

162

00:26:19.470 --> 00:26:27.660

UCR: there's a very different set of rules there, but in connection with academic freedom, I think that there's pretty long established law.

163

00:26:28.110 --> 00:26:39.900

UCR: and, more importantly, I think, in the way that we have shared governance and when we look at our ATM or other policies that there is a clear understanding academic freedom.

164

00:26:41.400 --> 00:26:54.840

And first amendment in the way that there is an interplay between so let's say employment law dictionary that sometimes you come up with important information law and we recognize there's an interplay between the two of those things.

165

00:26:55.860 --> 00:27:01.710

We also, I think i've seen it in the last year or so sometimes political differences or differences about.

166

00:27:02.880 --> 00:27:13.080

efficacy of different treatments and things like that, and so I think that there is a pretty clear recognition, although I do understand that it's a very it's very tricky that you know.

167

00:27:14.010 --> 00:27:23.670

When we're actually teasing apart any specific event that it is very tricky to tease apart the different elements of like is this academic

freedom we're going to look at a couple of them we're going to look at the venue.

168

00:27:24.330 --> 00:27:31.170

we're going to look at the top of that we're considering what we look at the people involved so it's not like there's going to be.

169

00:27:32.130 --> 00:27:43.110

One size fits all there's guide work and framework that we look at to figure out Is this something that falls within academic freedom or Is this something that is probably not freedom.

170

00:27:47.040 --> 00:27:47.580

i'm sorry.

171

00:27:49.710 --> 00:27:57.000

Oh yes, yes, I have a yeah a very long background and litigation so in the law firm I was.

172

00:27:58.080 --> 00:28:15.480

Labor and employment litigator and provided advice, both at the state and federal level and at the trial court and appellate level and then at the school of medicine and continuing So while I was at UCLA and continue i'm all I also served as the campus monitor for our employment litigation.

173

00:28:21.150 --> 00:28:30.720

UCR: Welcome to use er i'm under under the University of California has governance structure, there are some areas where the Faculty through the Senate has more.

174

00:28:31.200 --> 00:28:49.860

UCR: Formal vested authority than other areas curriculum degree is admissions policy etc um you mentioned academic freedom and I wondered if you could maybe talk about some other examples where we would get a better sense of your ability to navigate the boundaries of shared governance.

175

00:28:50.880 --> 00:28:55.530

Ada prop two nine etc, and anything that really could kind of give us a better sense of that.

176

00:28:58.320 --> 00:29:00.000

Short easy answer is.

177

00:29:02.190 --> 00:29:12.150

So much of our work requires the partnership with our academic academic Senate and non tenant Members, you were working with those folks all the time.

178

00:29:12.690 --> 00:29:20.010

In the school of medicine, we work most closely with our faculty Executive Committee, which is a basically the academic Center for the school of medicine.

179

00:29:20.550 --> 00:29:26.850

And there was a lot of topics that we worked on there, so I think one of the most important was admissions there was a lot of.

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00:29:27.360 --> 00:29:36.330

disagreement within the organization about our admission standards what what we're looking for what are we, you know what should it be, what should the balance we.

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00:29:36.990 --> 00:29:47.370

were looking at more qualitative or quantitative issues and I will tell you that there was a lot of conversations, a lot of meetings.

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00:29:48.270 --> 00:29:58.680

To try to find a resolution and I will not kid you it's a you know least a couple years on some of the big work that we were doing and.

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00:29:59.220 --> 00:30:07.260

It was not an easy process, but ultimately what ended up happening is that we would have the basic committee meetings, because the.

184

00:30:08.040 --> 00:30:13.230

The admissions team, the admissions oversight team, which would make the decisions about those admission standards.

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00:30:13.680 --> 00:30:20.730

or make the recommendations give it to a vc who would make ultimately the determination, but what ended up also happening is that.

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00:30:21.270 --> 00:30:28.980

The the Executive Committee, as well as the leadership of the school of medicine recognize that they had the same goal, which was you know.

187

00:30:29.700 --> 00:30:39.030

Finding you know attracting and retaining and measuring the success of the students in the 20s so they actually started meeting on a weekly basis.

188

00:30:39.840 --> 00:30:53.700

To try to find a way through the areas where they disagreed and to find some middle ground ultimately they did i'm not saying everyone was happy every step of the way they definitely weren't but there was this idea that we have to constantly work together on that.

189

00:30:55.140 --> 00:31:04.140

UCR: And in connection like if you know the Ada is a whole whole nother ballgame because we have we have legal obligations.

190

00:31:05.010 --> 00:31:15.120

UCR: To engage in the interactive process and to provide reasonable accommodations to qualified individuals, but we also are recognizing that that Ada doesn't ask us to make.

191

00:31:15.840 --> 00:31:23.220

UCR: unreasonable accommodation, so when we think of something that fundamentally alters a program that might be an unreasonable request.

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00:31:23.910 --> 00:31:33.180

UCR: Or if we think about other things that fundamentally alters the nature of the the academic information that we're sharing that also might be a challenge.

193

00:31:33.660 --> 00:31:40.260

UCR: And so you've got to try to find this balance I think it's most effective as opposed to say my way do it this way.

194

00:31:40.680 --> 00:31:50.730

UCR: When the folks come together understand the needs of the other person, and so I think where we've had the most success is when our disability management or at at working very closely.

195

00:31:51.300 --> 00:31:58.440

UCR: With the Professor or with the clinician or with the program director to figure out Okay, what are the needs of the program to ensure.

196

00:31:59.340 --> 00:32:06.450

UCR: That we are graduating a person skilled meet a minimum qualifications and what is the need.

197

00:32:07.140 --> 00:32:21.480

UCR: For the organization provide accommodation, to ensure that we are making a place where everyone can see, and we are not putting up unreasonable barriers, and you know, usually we find a path it's extremely rare where we don't find some kind of agreement.

198

00:32:28.380 --> 00:32:39.390

I have a question submitted via the webinar Please discuss your experience and approach to working with university members and ensuring legal, moral access for people with disabilities.

199

00:32:43.980 --> 00:32:49.920

I have spent the vast majority of my career working in the accommodations and arena.

200

00:32:51.030 --> 00:32:51.450

and

201

00:32:53.220 --> 00:33:00.600

I am almost afraid to say this, but I remember when the Ada was passed the Americans with Disabilities Act was passed.

202

00:33:01.200 --> 00:33:10.980

And, and I remember at the time everyone got real stressed out about it's like oh my gosh how are we going to you know how we're going to be able to do work, how are we going to get anything done and.

203

00:33:12.240 --> 00:33:20.520

UCR: And what was amazing is people didn't necessarily think how many down the leading have we lost how many great employees have we lost.

204

00:33:21.060 --> 00:33:33.570

UCR: That we could have had if we did you have this information, and I think over time, the world is changing people realize that and I also think that, as we look at our demographic, we have an aging population.

205

00:33:35.220 --> 00:33:47.520

And we have more and more folks who are more willing to openly or in any other way of knowledge that they do have disability and most of these disabilities are hidden.

206

00:33:48.450 --> 00:33:54.690

And a lot of times people suffered in silence it's incredibly frustrating when you think of all the law and payment with unnecessary.

207

00:33:55.320 --> 00:34:08.130

And in the Ada zone, I think that what we have seen such progress in this area, one getting rid of a lot of the stigma and, by the way this is disability awareness pride month so perfect timing for this question.

208

00:34:09.180 --> 00:34:19.650

UCR: But it will remove the stigma and, more importantly, this is ingrained same way, we understand we're not supposed to harass we're not clusters from a cluster retaliate we also understand.

209

00:34:20.220 --> 00:34:31.530

UCR: That this ability is not the focus ability is always the focus, but we want to look at what are the you know what are the essential job functions, how do we need those and, quite frankly, we can usually find a way through that.

210

00:34:32.370 --> 00:34:42.810

UCR: So, so I guess more specifically to the question what am I worked on a Toyota I was responsible for all accommodations and leads and watch over that team.

211

00:34:43.830 --> 00:34:50.400

UCR: did a lot of training, but it's an area that's constantly changing like literally daily during the cases that came.

212

00:34:50.910 --> 00:34:58.320

UCR: From the dynamic so also constantly learning that's an exciting thing about Ada and then while I was at school of medicine also did.

213

00:34:59.070 --> 00:35:07.920

UCR: responsible for eight for leads and accommodations which are a little bit trickier for faculty and for physicians and for students and trainees, the leader, a little bit different.

214

00:35:08.940 --> 00:35:20.040

And then now at OTC I still am responsible for leads and accommodation and I guess the thing I most want to help folks understand is that.

215

00:35:22.200 --> 00:35:33.480

it's not something we need to be anxious about it's actually a pretty straightforward process and the most important thing is, you should always be focusing on how can I help with you and having that conversation with folks.

216

00:35:34.500 --> 00:35:42.960

UCR: And I think also that we're all going to be, you know we're all currently working on the Anti discrimination policy.

217

00:35:43.500 --> 00:35:53.970

UCR: And, and so we will also be including as we're looking at that as as other Snr capital events, including the disability discrimination related items.

218

00:35:54.330 --> 00:36:01.920

UCR: So when you think about discrimination usually you think about you know behaving or engaging an unfavorable treatment, based on a protected class.

219

00:36:02.340 --> 00:36:10.830

UCR: But in the accommodations arena it's a little bit broader than that it's also the beauty to engaging interactive process it's also the beauty to remove unnecessary hurdles.

220

00:36:11.670 --> 00:36:27.360

UCR: and accommodation is broader than disability accommodations and you think about other type of accommodation that we might provide connection with religious accommodation folks who are victims of domestic abuse or violent crime and there's other types of accommodations that we provide.

221

00:36:30.600 --> 00:36:41.940

It says a follow up question you discuss your spirits would come accommodation access for employment and Labor How would this be different or similar accommodation and access for students with disabilities.

222

00:36:43.380 --> 00:36:47.310

And it is a little bit different there are different requirements for students, as far as.

223

00:36:48.150 --> 00:36:54.870

Access to our programs and benefits and the engagement process now some of the basic understanding and framework of similar.

224

00:36:55.380 --> 00:37:02.220

The engagement part you know interact engaging interactive process gathering information trying to find an appropriate accommodation.

225

00:37:02.910 --> 00:37:10.170



But it is a little bit different so I have some experience with that, especially with students Medical School and the trainees.

226

00:37:10.920 --> 00:37:26.100

But we also have a recently hired at OTC some of the specialization is just a student accommodation issue, and so we also have that person as a resource if there's anything that's different or unusual than i've seen before, like the framework of very, very similar.

227

00:37:30.210 --> 00:37:35.010

UCR: three tests um, thank you for your time, I have a question regarding your experience that you COP.

228

00:37:35.610 --> 00:37:40.440

UCR: During your experience there did you work on any issues you already in Dhaka or free speech.

229

00:37:40.860 --> 00:37:54.840

UCR: And then, in addition to that, if you were to come to use er in regards to those two issues, how would you work with student affairs staff to really understand the issues regarding policies and procedures around again Dhaka what things happen with that and regard to free speech.

230

00:37:56.790 --> 00:37:57.210

So.

231

00:37:58.410 --> 00:38:07.830

At odissi I have not worked as much with with backer issues when I was at UCLA definitely didn't work more with that insane with first amendment.

232

00:38:09.150 --> 00:38:10.680

And there were yeah.

233

00:38:11.700 --> 00:38:14.370

UCR: Okay So yes, a lot of work with for some issues.

234

00:38:15.420 --> 00:38:30.660

And in connection with back i'd actually broaden it even a little bit more and talk about immigration and immigration issues come up so definitely have dealt with that and also work in connection with how do we.

235

00:38:31.740 --> 00:38:44.340

So you know something as simple as it sounds, simple, but it wasn't, how do we get folks back to us so they can they can they can complete their education, how do we ensure funding for them, how do we ensure.

236

00:38:45.630 --> 00:38:46.410

They.

237

00:38:48.420 --> 00:38:57.780

You know how do we ensure benefits and housing, and all of the things that we would normally provide or make accessible to TV So how do we work on that.

238

00:38:58.350 --> 00:39:08.220

And I think the other issue that we are, you know that that comes up with either the in this arena is is an addition to the legal element, but also.

239

00:39:08.730 --> 00:39:15.240

Is there any other type of discrimination, get national origin or anti immigrant we're going to have a discrimination and harassment folks are suffering from.

240

00:39:15.660 --> 00:39:23.070

or experiencing, and so I think that it's got to be kind of a more consolidated purchase that have been looking at all of these issues like.

241

00:39:24.540 --> 00:39:32.880

My experience with UCLA is that are in the physical world war, so actively engaged and thinking ahead on all of the issues and.

242

00:39:33.750 --> 00:39:37.200

I really appreciated that partnership, because they also pushed us it's like.

243

00:39:38.160 --> 00:39:49.410

Can we try this can we try this why can't we try that and what I found was helpful is if we would sit down and talk about what we thought were the contours of what the rules were at that time and admittedly they changed a lot.

244

00:39:50.520 --> 00:39:57.840

If we could at least understand the contours, then we could work together for us to find ways to meet, as many of those needs as possible.

245

00:39:58.650 --> 00:40:13.230

And I think that's that's really the answer for everything is you've got to understand what your clients need, and then you gotta try to find a way balancing the legal requirements, try to meet those needs it's all about Problem Solving puzzles, how do we fix them.

246

00:40:19.560 --> 00:40:32.880

You have a question submitted via the webinar, what is your philosophy, or how do you manage complaints or threats of litigation, what do you consider or how do you advise clients with regards to risk and making decisions.

247

00:40:37.170 --> 00:40:46.950

UCR: I think that's threats of litigation are just very prolific there's so many of them now, the better what you do there's there's.

248

00:40:48.360 --> 00:40:51.450

there's constantly for litigation and I guess the way I look at it is.

249

00:40:51.960 --> 00:40:59.370

I don't think the threat of litigation is what should govern how you're running your organization or handle how you're handling a matter.

250

00:40:59.700 --> 00:41:10.080

You should always be thinking about those things we talked about before your risk mitigation from a litigation regulatory perspective, your engagement concerns, as well as your operational concerns.

251

00:41:10.860 --> 00:41:16.290

Because you could have someone who's engaging really that conduct you know, like you know i'm going to sue you if you try to discipline me.

252

00:41:16.710 --> 00:41:25.140

Well, you know what that should not stop us if someone's engaging inappropriate conduct or they're violating policies, we need to do something about that we cannot just.

253

00:41:25.860 --> 00:41:37.800

Somebody threatens to file a lawsuit suddenly become a dispensary or an area where we are abdicating responsibility we have an area that we should be doing work, we should be doing, we need to continue that work.

254

00:41:39.480 --> 00:41:49.410

The only caveat, I would add to that is sometimes through the litigation process or through a threat of litigation we became aware of something that we aren't doing right.

255

00:41:49.890 --> 00:42:00.030

Some problem, an issue that we could improve on if that's the case then i'd say yeah let's let's sit down let's talk about it let's figure out what the issues are if there's areas for us to improve them let's include.

256

00:42:07.230 --> 00:42:15.270

have another question submitted via the webinar if you're hired at you see our what will be your first priorities for your first few months.

257

00:42:19.740 --> 00:42:27.960

UCR: getting to know everyone, I have to say just even in this day and talking to folks and asked me about what they're concerned about what they're what.

258

00:42:28.230 --> 00:42:38.460

UCR: What they they're most worried about are keeping them up at night there's a lot out there, and some of the things I think i've seen before, at other ucs but i'm a very unique and so I guess.

259

00:42:39.240 --> 00:42:43.080

UCR: The first month i'm here, obviously, to take care of whatever emergencies come up that's always your first job.

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00:42:43.410 --> 00:42:52.170

UCR: But I really would like to get to know folks I want to get to know the organization, I want to get to know the different departments leader and.

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00:42:52.770 --> 00:43:02.100

UCR: get to know folks especially that we work most closely with, and I think, by doing that you start to get a better understanding of the organization generally.

262

00:43:02.640 --> 00:43:11.130

UCR: But you also understand the needs of every particular group, and I think it's a lot nicer if we get to know each other in this environment because they're going to be times it's going to be difficult.

263

00:43:11.610 --> 00:43:22.290

UCR: And while you still form great relationships, when you meet under difficult circumstances, it would be nice to get to know each other in advance to build those relationships to get to understand what the needs are.

264

00:43:23.460 --> 00:43:33.240

And so, when things come up, we can deal with it effectively, but hopefully more importantly, we can start talking now about the challenges and the needs and the concern.

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00:43:33.600 --> 00:43:41.370

We could start working on those now before there's a problem because that's the goal always, I know that we're often time no time and resource constraints.

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00:43:41.850 --> 00:43:50.040

But even little things that we could do to try to improve that would be fantastic work, you know i've had folks I know when I started this whole mess and people were just combined like.

267

00:43:50.550 --> 00:44:02.550

I don't understand this, what does this mean, I understand this law like okay let's talk about it, you know because maybe that's going to help us another thing that's going to prevent a problem down the road, so I guess that would be my first of all.

268

00:44:09.300 --> 00:44:10.080

UCR: Thank you again.

269

00:44:12.060 --> 00:44:19.680

UCR: A brief introduction and then a question over the last couple of decades i'm one of my closest friends was.

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00:44:21.450 --> 00:44:29.610

UCR: A fellow in senior leadership in California university system UCLA this campus other campuses.

271

00:44:31.020 --> 00:44:42.150

UCR: 26 months ago, he was diagnosed with a very serious cancer and a couple of months ago on its deathbed he shared something with me, and that is that.

272

00:44:43.590 --> 00:44:51.780

UCR: A 15 years ago he did something that, as this is as he's reflecting over his life, he did something that was perfectly legal.

273

00:44:53.010 --> 00:44:55.440

UCR: But he felt it was very unethical.

274

00:44:56.880 --> 00:45:02.100

UCR: and very hurtful and he asked me to contact that person.

275

00:45:03.660 --> 00:45:08.310

UCR: After he passed and apologize and.

276

00:45:09.480 --> 00:45:25.050

UCR: I did, and I said this is 15 years ago you probably don't care about this anymore, but my friend asked to be the contact you I don't know the details, he says profoundly sorry.

277

00:45:26.430 --> 00:45:48.900

UCR: And he said that he was he it's the most regrettable thing that he ever did in his career and the person broke down in tears and said it means a lot it's this was a profoundly disturbing thing to me and what you and I was just talking with my wife about it last night he said.

278

00:45:49.920 --> 00:45:59.640

UCR: So thank you so much for doing this, and this has made me think about the subject of our behavior and an ethical context very deeply.

279

00:46:00.300 --> 00:46:08.010

UCR: and often we just check the box like Oh yes, I behave ethically here but it's extremely it's a profound thing.

280

00:46:08.970 --> 00:46:26.640

UCR: So, and can have very serious consequences, so i'm wondering if you've ever been put in a situation that you thought this is legal, but it's not ethical and how you may have resolve that and how you think about the subject of ethics in general, thank you.

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00:46:30.870 --> 00:46:31.710

I think that that's.

282

00:46:32.730 --> 00:46:46.650

I appreciate you sharing that story, because I think that it, it reminds us of the importance of every actually take and when he gets back to me that dignity issue that's gotta treat each other with dignity and respect.

283

00:46:47.910 --> 00:46:57.120

and ethics issues do come up, I will say I think we're lucky at the uc or, at least in my experience with with our legal team is that.

284

00:46:59.370 --> 00:47:14.700

We don't even try to get close to the one it's not like how far can we go that's really our focus on trying to be the one and that goes, all the way to the very top to our general counsel and I think it permeates all of the system.

285

00:47:16.950 --> 00:47:27.360

UCR: But yeah I think that as attorneys we are sometimes asked to push those boundaries and i'll give you an example, but before I do i'd also like to say that I think sometimes.

286

00:47:28.530 --> 00:47:38.520

People just react in they're scared and they make a bad choice, and if you can slow it down a little bit and talk to them.

287

00:47:39.750 --> 00:47:46.230

UCR: Sometimes it's not like they're just an awful person doing all whole thing it's just that there are scared person making a bad judgment.

288

00:47:47.040 --> 00:47:55.350

UCR: And so, if you can slow down and talk to them and clarify like can we talk about this whole picture what it looks like all of these things that are going to be impacted.

289

00:47:55.800 --> 00:48:03.510

UCR: It does sometimes make a huge difference when people make a different decision, and you know quite frankly it happens, most of the time that way.

290

00:48:04.560 --> 00:48:12.690

UCR: But not always so I will give you an example of one that I had I was pretty early on in my career and.

291

00:48:13.440 --> 00:48:22.710

UCR: I was outside counsel doing an investigation, I did not work with the orbit I was not the in house counsel for the organization they called me in to do an investigation and I didn't investigation, there was a.

292

00:48:24.210 --> 00:48:29.700

An individual extremely high level individual who brought in tons of money for that organization.

293

00:48:30.540 --> 00:48:44.190

But there are allegations that he was sexually harassing some of the team members and there were actually three claims at the time that they called me into the investigation, so I came in, I did the investigation and.

294

00:48:45.870 --> 00:49:02.220

UCR: It was pretty clear that the harassing behavior had occurred and also pretty clear that had been going on for a long time people just kept leaving the women kept leaving and, and so what we saw there was a kind of more predatory behavior.

295

00:49:03.330 --> 00:49:11.370

UCR: And I went back and talk to the to the leaders of the organization to talk to them about my findings and.

296

00:49:12.720 --> 00:49:18.720

UCR: I left that one crucial part but i'm going to finish up so to go back and talk to them and.

297

00:49:19.680 --> 00:49:36.180

UCR: And then it at the time it really threw me for a loop because usually I come back, I give them my investigative findings people take action and the response, though, from that leader was this is literally I can remember it it's been 15 years I can remember it response was fire the girls.

298

00:49:37.740 --> 00:49:38.370

So.

299

00:49:39.720 --> 00:49:40.740

UCR: You know that, through me.

300

00:49:42.810 --> 00:49:46.050

UCR: And I hadn't had that experience before and so.

301

00:49:47.370 --> 00:49:50.940

So it took me a minute to regroup and and.

302

00:49:53.880 --> 00:50:06.360

UCR: And I realized do the right thing isn't going to work here, but this gets back to kind of understanding, your client and understanding their



needs and understanding their desires and this client made tons of money and.

303

00:50:07.620 --> 00:50:14.910

UCR: And they were very excited to have these prospectuses that they were about to send out talking about how much money they made and so.

304

00:50:15.630 --> 00:50:24.420

UCR: What I did is I thankfully I that caught my eye the prospectus was there and I saw it, and I was like you know that's certainly an option for you all, you could fire, the women.

305

00:50:25.980 --> 00:50:27.540

UCR: To that but.

306

00:50:29.310 --> 00:50:32.910

UCR: But let's talk about what That said, you know what it's going to cost you an astronomical amount of money.

307

00:50:33.510 --> 00:50:42.570

UCR: To what about everybody else who knows what's going on and you're not doing anything about it so Okay, whatever what we got plenty money we can pay them off whatever he makes it so much money and.

308

00:50:44.100 --> 00:50:54.210

UCR: So, then, I finally said it and you should recognize that the behavior seems predatory you know we're seeing a history of this, so it seems likely it's going to happen again.

309

00:50:55.050 --> 00:51:02.970

UCR: And maybe you'll pay off that one, but then there'll be another one and at some point they're not going to take your money they're going to take you to court.

310

00:51:03.660 --> 00:51:18.120

UCR: And then there's something called punitive damages, which are designed to make you hurt and so that prospectus you're so excited about you're going to show that to the jury and they're going to make you hurt financially and they sent me away.

311

00:51:19.380 --> 00:51:30.540

UCR: But you know, but you know they had me wait outside where they talk, then they call me back in and they said, you know what we thought it through we're going to fire.

312  
00:51:31.920 --> 00:51:32.250  
Even.

313  
00:51:34.620 --> 00:51:41.820  
UCR: still remember his name, too, but I didn't use it we're going to fire Stephen Can you help us work on that so it's one of those things you.

314  
00:51:43.320 --> 00:51:48.210  
yeah you could have just said yeah you know we'll help you work out the paperwork it's a really bad idea we don't think it's good.

315  
00:51:49.800 --> 00:51:53.010  
But I think sometimes you have to say, this is just not okay.

316  
00:51:54.090 --> 00:52:08.280  
UCR: But also, recognizing saying this is not okay isn't going to do it sometimes you have to figure out another path forward by understanding and I know brings back to that first they get to know everyone understand their name Sorry, I know that was wave on sorry about that.

317  
00:52:11.460 --> 00:52:27.150  
We have another question submitted via the webinar, thank you for being here with us today with your experience in employment law in both the private and public sector what areas do you see where we can have more advocacy for staff, especially as it relates to equity in the workplace.

318  
00:52:28.470 --> 00:52:29.580  
Thank you, I love that.

319  
00:52:32.310 --> 00:52:33.090  
So something.

320  
00:52:34.800 --> 00:52:39.420  
That you could do very low scale or you could do very big scale is development.

321  
00:52:40.470 --> 00:52:47.550  
So I think that that's an area where the uc really has a great learning opportunity or developmental opportunity is that.

322  
00:52:49.170 --> 00:52:58.950

UCR: You if a person stays at an organization usually because of their leader, or because they feel like it's a good place of work and they really value.

323

00:52:59.340 --> 00:53:09.450

UCR: Your mission and that they value your leaders, because they feel your leaders and body that So if you have that alignment folks tend to stay, even if they can make more money somewhere else.

324

00:53:10.080 --> 00:53:17.610

UCR: it's really that that alignment with my core value with my leaders values with my organizational values and so.

325

00:53:18.330 --> 00:53:28.620

UCR: What we can do is try to make this a good place for folks to stay and one of the easiest ways to do that is understanding what their what their skills are.

326

00:53:29.130 --> 00:53:36.690

UCR: What their developmental opportunities are because all of us habit, I know I got a lot, and then the third thing is how Where do they want to go.

327

00:53:37.590 --> 00:53:44.520

UCR: Because once you figure out those three things, then you can start designing it so if you have someone who's totally ready for a leadership role.

328

00:53:45.090 --> 00:53:49.260

UCR: But they never get the job because they've never had any leadership opportunities and that's something you always want.

329

00:53:49.530 --> 00:53:54.510

UCR: then start thinking about it's like Okay, how do I, create a reaches moment for them, how do I get them in charge of a committee.

330

00:53:54.870 --> 00:54:01.560

UCR: And because what we're looking for staff development or any of our any development for anybody is the three e's education exposure.

331

00:54:02.220 --> 00:54:12.900

UCR: and experience, so we can do it in different ways if you've got that rock Star and you don't want to lose them and they're really engaged you ready to learn, given the training there's lots of training programs that BC.

332

00:54:13.290 --> 00:54:19.830

UCR: We can get them into that give them the exposure by getting them on these committees, having them get exposed to higher level leaders.

333

00:54:20.160 --> 00:54:29.520

UCR: If they've done a fantastic job don't you presented have them presented and be there to support them and then the experience is again.

334

00:54:30.210 --> 00:54:37.350

UCR: What am I gonna reach assignment have been shadowing someone haven't picked up a little something else clearly within their job description not be on the job description.

335

00:54:38.220 --> 00:54:45.900

UCR: But find ways that you can really help them grow I guess that's one big Category I would do is like, how do we really ensure that.

336

00:54:46.680 --> 00:54:54.930

UCR: The second is deal with head on institutional racism and sexism original able ISM your with that head on.

337

00:54:55.440 --> 00:55:07.350

UCR: And look closely at every single thing that we do look at what we're asking for in our job requirements and our job postings look at how we are evaluating people are these evaluations just Are they not.

338

00:55:08.160 --> 00:55:25.050

UCR: Local rewarding are we rewarding bad behavior or are we rewarding good behavior are we working people who really get to this organization and if we start focusing on a reward system on who we're recruiting and who we're retaining.

339

00:55:26.160 --> 00:55:34.410

We can start to build that equity and I guess i'm using more broad strokes, I mean obviously don't discriminate don't harass hey equally.

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00:55:35.370 --> 00:55:49.410

Make sure that you know we're treating people always in a respectful respectful and professional manner, I guess, to me that's just the price of entry that's what you all, should be doing, no matter what, but what else can we do to make us a good place to work.

341

00:55:54.420 --> 00:56:00.210

UCR: The questions submitted via webinar, what do you think are significant challenges being faced by faculty today.

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00:56:02.250 --> 00:56:04.650

whoo a lot.

343

00:56:06.000 --> 00:56:07.800

UCR: Okay um.

344

00:56:09.210 --> 00:56:17.670

UCR: I think that they're well okay cool good so first of all we're all trying to figure out how best to work through that both ensure ensure the well being of faculty.

345

00:56:18.690 --> 00:56:25.230

To ensure that we're meeting kind of all of our educational needs that we're we're really serving.

346

00:56:26.850 --> 00:56:29.760

UCR: Our students and not letting them down in any way.

347

00:56:30.270 --> 00:56:37.770

UCR: And that's pretty hard to do during covert and, especially, given this uncertainty, are they going to be work are they going to be trying to be remote or they're going to be hybrid are they going to be in person.

348

00:56:38.490 --> 00:56:41.970

UCR: All of those options are very stressful it's also extremely difficult for me.

349

00:56:42.300 --> 00:56:53.640

UCR: I think the academic senate perspective of deciding like what are the key elements that you have to be inevitable, and they are this particular program so that's the one massive bucket that folks are working on.

350

00:56:54.780 --> 00:56:59.340

I think the second is there's a lot of anxiety about litigation in claims.

351

00:57:00.810 --> 00:57:16.710

As far as like discrimination, harassment concerns about that, and I think that that that the books are really struggling with that and how do

they find that balance because they're trying to be able to passionately advocate and teach and expose.

352

00:57:17.730 --> 00:57:26.970

UCR: The occasional environment, the whole point of the public institution of educational students but they're also anxious about Am I crossing a line where is the one.

353

00:57:27.990 --> 00:57:35.460

I think they probably are also struggling on the Ada front where's the line there, what can I require what should I not require.

354

00:57:35.940 --> 00:57:48.420

And I think that that's probably very, very challenging to work through, and I think one of the other challenges if I look at it more from an equity perspective or a jedi perspective is.

355

00:57:49.800 --> 00:57:54.840

Are we inconsistent and our expectations are we be.

356

00:57:55.890 --> 00:58:05.340

Are we, being inclusive, are we still working through kind of older understandings or incorrect understanding or potentially bias understand.

357

00:58:05.790 --> 00:58:14.970

Of what we're expecting folks, and so I think that that's a lot of hard work that we have to do not just faculty everybody has to be in all of the work that we do.

358

00:58:16.110 --> 00:58:16.650

and

359

00:58:18.240 --> 00:58:22.140

I think the other area that's really tricky is in connection with research.

360

00:58:23.910 --> 00:58:30.810

and funding, and you know I talked to some of your folks earlier about some of the challenges that we've got in place.

361

00:58:31.110 --> 00:58:37.470

And we're we're trying to obviously be protective and thoughtful about inflammation within the organization not going to other countries.

362

00:58:37.860 --> 00:58:46.950

But also wanting to ensure that we're not engaging anytime of discrimination or by speaking so I just think there's a lot of faculty members to be balanced.

363

00:58:51.570 --> 00:58:58.470

Alright, I think we're at our time so I just want to thank everyone for your engagement participation in questions.

364

00:58:58.950 --> 00:59:05.820

Before we end today's session, do you have any final thoughts or remarks that you'd like to me okay i'll try to be super fast, although you see i'm not very good at that.

365

00:59:06.510 --> 00:59:12.780

I guess what I would say is I really appreciate you all coming and talking I love hearing the questions and I love the engagement.

366

00:59:14.490 --> 00:59:16.230

And I guess what i'd say is.

367

00:59:17.460 --> 00:59:23.040

My focus is probably guessing on with leadership good policy.

368

00:59:24.630 --> 00:59:35.130

Good and respectful healthy work environment, I feel like if we can provide that we don't have to worry about settlers usually worry about like litigation things like that so.

369

00:59:36.420 --> 00:59:43.650

UCR: The growth of me like work with them have them be your best partner haven't worked with you, sothey they can help you.

370

00:59:44.610 --> 00:59:50.670

UCR: And they can learn from you, so they can better serve you and so that you guys can get a much better place, thank you.

371

00:59:51.480 --> 01:00:01.830

UCR: Thanks tests and just a friendly reminder that you can provide your feedback via the candidate feedback survey and on our executive searches website, so thank you, and if you can all just join me with a random as protests.

372

01:00:03.690 --> 01:00:04.200  
UCR: Thank you.